

AUG. 3, 1956


Sales Management

THE MAGAZINE OF MARKETING

The Fourth
Dimension
in Management

Page 25

Ford bets



**BILLION
on
new
middle-price
car**

By Lawrence M. Hughes

Page 28

A BILL BROTHERS PUBLICATION

FIFTY CENTS



STYMIED... AT THE PAY-OFF!



Ever faced a situation like this: an ad campaign set to break par—but stymied at the pay-off? Well... it's all in a round of golf for the man behind the putt, but it's a serious business when your money is riding on an ad campaign that *must* produce results! When it comes to the most important aspect of your entire program—Merchandising at the Point-of-Sale—we're old pros. For more than 50 years our job has been to create new ideas that sell... invent point-of-sale merchandising programs that stop shoppers, get action... pay off where it counts—at the cash register. Let our nation-wide organization show you how Merchandising at the Point-of-Sale can keep your ad campaign out of the rough; produce top results whether for a single display job, or a year-long program.



And incidentally...you'll find our FREE "IDEA FILE" and illustrated brochure full of point-of-sale suggestions, ready to help you score. Write Chicago Show Printing Company, 2660 N. Kildare, Chicago 39

Trademark Mystik Registered.

Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels
- Econo Truck Signs • Booklets and Folders

McCall's gains 350,000 circulation per issue!

March, April and May issues of McCall's this year outsell same three months' issues in 1955 by more than 350,000 average per issue—at the very time the single-copy price was increased from 25¢ to 35¢!

When a magazine captures and reflects the spirit of its times, as McCall's has done with *Togetherness*, its circulation is bound to go up, up, up!

That's the story of McCall's continuing circulation rise. In 1955, the first full year of McCall's new editorial concept of *Togetherness*, McCall's set three new circulation records, topping all other high marks in its history for Highest Single-Issue Circulation—Highest Quarter-Year Circulation—and Highest 6-Months' Circulation Average.

And, with 1956, McCall's circulation continues to rise. Its total average circulation for the first 3 months of 1956 hit an all-time high of 4,764,042. Its newsstand sales showed an increase over 1955 in the first 3 months of 1956.

Now, in the face of a single-copy price increase, the March, April and May, 1956 issues show an average increase of more than 350,000 per issue over the corresponding issues in 1955!

In this way McCall's continues to demonstrate the vitality and strength of its unique *Togetherness* concept . . . proving to advertisers that the woman who lives in close *Togetherness* with her family reads McCall's because she needs McCall's.



McCall's...The magazine of *Togetherness* in more than 4,750,000 homes!

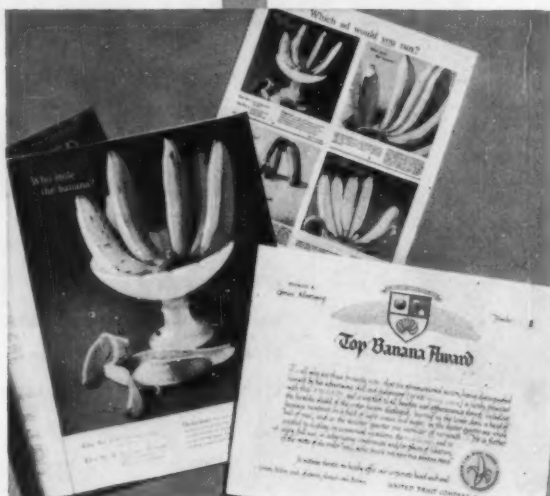
AUGUST 3, 1956

BBDO *Newsletter*

- 1 GOING STRONG
- 2 BANANA BRAINTEASER
- 3 INTERESTING TIMES
- 4 "ACTUAL" COMMERCIALS



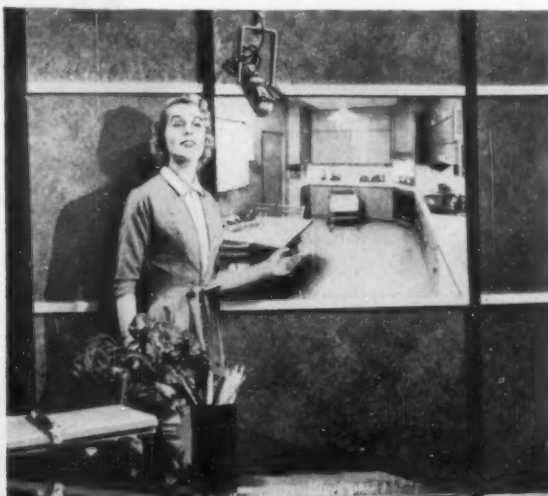
1 **WINNER** of Freedoms Foundation Gold Medal for institutional advertising of 1955, Standard Oil Company of California is doing a big job with its 1956 campaign as well. Scoring exceptionally high in general readership, all 1350-line ads are keyed for top news value and local interest... show the countless ways "Standard puts petroleum progress to work for you." BBDO San Francisco.



2 **SURE**, ad men know their onions... but do they know their bananas? In May, United Fruit Company ran a contest in trade papers to find out. Question: Which one of four luscious banana ads would be picked to run in *Life* and *The New Yorker*. (Answer above.) Fruitful results: lots of publicity... Top Banana Awards to winners... and reassurance that ad men are a smart bunch. How did you do?



3 **THE NEW YORK TIMES** asked BBDO for advertising to help build daily circulation. In June, this 2100-line ad began a number of frequent, provocative one-shots in *The Times*, New York evening papers and suburban papers. Campaign also includes radio spots and posters on suburban station platforms. All stress *The Times'* new theme, "It's so much more interesting... and you will be, too!"



4 **LIKE THE** documentary dramas (or "actuals") on its *Circle Theatre* TV show, Armstrong Cork Company commercials are true to life, too. Traveling via film, Armstrong visits homes from Maine to California demonstrating the big trend to resilient floors for every room in the house. TV actress Ruth Jackson follows up movie spots with "live" commentary and product news from Armstrong Cork Co.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO

Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77

NO. 3

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

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Every reader of
Industrial Equipment News
is looking for
the same one thing...

PRODUCT INFORMATION
...will he find yours?

...descriptions of new products,
news of established products of
special merit.

There is nothing on his mind but
to find better equipment, parts
and materials he can use.

He is curious.

He is receptive.

It is his job to explore, specify,
buy, the best products he can find.
Will he find yours?

There couldn't be a better place
or time for product advertising
than where the most buyers look
first.

And since IEN saturates all 452
industries...

all the markets there are...


it will backstop and amplify your
coverage in your established
markets...

and open new markets...

which every manufacturer needs
to grow.



Details? ... Send for complete
DATA FILE.

Industrial Equipment News



FOUNDED 1909

Thomas Publishing Company

461 Eighth Avenue, New York 1, N. Y.

... Affiliated with Thomas Register

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

Copyright, Sales Management, Inc., 1956.

AUGUST 3, 1956

3

BUY

NORRISTOWN, P.A.

FIRST

Big New News About Business For You

Sales Management facts just released to us reports the entire Norristown market's golden sales opportunity is more dramatic than even we expected.

City & Retail Trading Zone

No "Outside In" circulation from other places moves any major part of this dollar volume to your cash register, at such low costs as does the Times Herald. And, its the only medium "self merchandising" to your Norristown distributors and dealers because they demand it, pay for it and read it every day.

Population 147,000
Family Income \$7,559
Food Sales \$51,461,000
Furn. House. \$23,137,000
Drug Sales \$4,134,000
Liquor Stores \$4,919,000
Total net income \$294,795,000
Total Retail Sales \$195,951,000
General Merch. Sales \$32,467,000
Automotive Sales \$21,199,000
Eat & Drink Places \$15,736,000
Gas. Service Stations \$10,230,000

The Times Herald

NORRISTOWN, P.A.

National Rep. The Julius Mathews Special Agency

The Omaha World-Herald

sells Omaha plus more

than 1,000 Urban Centers—

a market of more than 1.6 million

people with more than

2.3 billion dollars to spend!



Omaha World-Herald

253,647 Daily

264,886 Sunday

Publisher's Statement for March 31, 1956

O'Mara & Ormsbee, National Representatives
New York • Chicago • Detroit • Los Angeles
San Francisco

Sales Management

THE MAGAZINE OF MARKETING

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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SALES MEETINGS

Issued as Part II of Sales Management, five times a year. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa., WAlnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

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EXEC. VICE-PRESIDENT... John W. Hartman
TREASURER... Ralph L. Wilson
SENIOR VICE-PRESIDENTS... C. E. Lovejoy, Jr., W. E. Dunsby, R. E. Smallwood.

Member—Audit Bureau of Circulations, Associated Business Publications, National Business Publications, Magazine Publishers Association.



SALES MANAGEMENT



Heard about the latest farm surplus...money!

For the past two years, farm lobbies and politicians have publicized the sad plight of the American farmer, who was becoming impoverished by falling farm prices and rising costs.

But oddly enough, the US Treasury estimate of the farmers' liquid financial assets at the end of 1955 was *nineteen billion dollars*—an all time peak, up from \$4.1 billion in 1940, in spite of a 1,300,000 decline in farm population since 1940!

The assets include \$5.4 billion in US bonds, \$3.8 billion in savings deposits (both figures new highs), \$7 billion in checking accounts, and no less than \$2.8 billion in currency.

The fact is that farmers as a whole have become richer rather than poorer. True, many with too little capital, land, machinery, experience, and too little production, are not doing well.

Farming is more competitive today. Farms are larger—the average size up

from 215.3 acres in 1950 to 242.2 acres in 1954; and use almost a *million more tractors* than in 1950. Farms earning more than \$10,000 a year have increased by 91,000 in the same period.

And farm prices rose 9% between December 1955 and May of this year.



Good farmers are better prospects, and a better market, than ever before. And easier to sell because you can reach the best of them, more effectively, most economically, in one farm magazine—**SUCCESSFUL FARMING**.

Three-fourths of SF farm subscribers are in the 39% minority which earns 88% of the total US farm income. They have better land, more buildings

and machinery, better brains; get larger yields, higher cash incomes—averaged \$10,260 from farming in 1955!

Moreover, the **SUCCESSFUL FARMING** farm family has more spendable money than the urban family in the same income bracket. And is still spending heavily on better living—repairing and remodeling homes, adding bathrooms and modern kitchens; buying furniture, furnishings, domestic appliances, cars; on education, recreation, and travel.

Because **SUCCESSFUL FARMING** for more than fifty years has been helping farmers make more money and live better, no other medium can match its actual influence and responsiveness with the country's best farm families.

For more volume and to balance advertising schedules in an important segment of the national market where general media spread thin...you need **SUCCESSFUL FARMING**.

Any SF office can give you the facts.



MEREDITH PUBLISHING COMPANY, Des Moines...
with offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco, and Los Angeles



Blue Cross and Symbol
registered by the American
Hospital Association with
U. S. Patent Office

This cross is now a password for over 52 million members

This past spring, America's 86 Blue Cross Plans enrolled their 52nd millionth member—nearly one-third of our total population.

These millions of people have joined together *voluntarily* to protect themselves against the costs of unexpected hospitalization. It is a remarkable example of *do-it-yourself* democracy.

So many people have turned to this low-cost protection against hospital bills that, in 1956, Blue Cross will pay out *over one billion dollars* in benefits.

Why has Blue Cross grown so big so fast?

Blue Cross success is based on the same essential that makes *any* product or service a success . . . it fills a basic need.

The Blue Cross Plans tirelessly point out . . .

... that one American family in *every three* will have a hospital bill *within 12 months*

... that the bill *could* be big

... that *only* Blue Cross will cover so many of these hospital bills so well.

By constantly expanding its coverage to keep up with new and changing needs, Blue Cross has become a password to health for millions of Americans.

. . . .

New millions are surging upward in income each year. They have new and expanding needs—*often still unfelt needs*—in virtually *every* product and service field. Creative Marketing can cut down the time it would normally take these people to learn how to satisfy these needs. *If you are interested in more instances where old markets have been expanded and new markets created by this approach to marketing, write to the J. Walter Thompson Company office nearest you, or to 420 Lexington Avenue, New York 17, New York.*

J. WALTER THOMPSON COMPANY

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, São Paulo, Rio de Janeiro, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne, Tokyo, Manila

SALES MANAGEMENT

EDITORIALS

A Little More Freedom

Free enterprise of which we all do so much talking will be a little freer as the result of a recent decision by the Federal Trade Commission.

It is not unusual for established businesses—that think of themselves as the legitimate firms in their industries—to be skeptical of the virtues claimed by small newcomers for their products. Jesse M. Richie and his battery additive, AD-X2 is a celebrated case in point.

Now, thanks to his own persistence, Jesse Richie is free to sell AD-X2. The Federal Trade Commission recently dismissed a charge against Richie of false advertising. In effect, the burden of proof of fraud is upon the accuser—in this instance, the Federal Trade Commission.

The FTC tried hard enough. This celebrated case has had some interesting side effects. The Bureau of Standards, at the request of FTC, ran tests on AD-X2 and found the additive did not live up to its claims. Craig Sheaffer, who resigned as president of W. A. Sheaffer Pen Co. to accept the job of assistant secretary of commerce under President Eisenhower, sought and accepted the resignation of the head of the Bureau of Standards. The scientific community went into an uproar in defense of Dr. Astin. Secretary of Commerce Weeks stepped in and eventually Dr. Astin resumed his post, and Craig Sheaffer resigned and returned to Ft. Madison, Ia. Meanwhile Jesse Richie fought on.

Now Jesse Richie has won. The satisfied users of AD-X2 who testified for Richie apparently are still satisfied despite the holding of the scientific community that the additive delivers less than its producer claims for it.

If you think some competitors are full of hokum, you'll have to settle your argument in the market place. The freedom to make claims and the freedom to sell are a little freer today.

Only 14% Follow You

When Thomas J. Watson, Jr., became president and chief executive officer of International Business Machines Corp., he followed in the footsteps of his father, whose name throughout his lifetime was synonymous with selling.

But only 14% of today's crop of sons in selling have fathers who were or are in sales.

On the other hand, 53% of the sons of farmers are in selling, but only 8% of bankers' sons are in banking.

These statistics are gleaned from a study of 5,000 college students in 12 colleges made by Gilbert Youth Research Organization and reported in *This Week*.

Even fewer college graduates will consider sales as their life work if they heed the comments and advice offered to them recently by a magazine with vast influence—*U. S. News & World Report*.

"Where are the good jobs, and how do you get them?" asked the editors of *U. S. News & World Report* recently for the benefit of today's youth. The editors had this to say about our field, quoting

THAT'S RIGHT! WE'LL GIVE YOU

Distribution Costs

ANYWHERE IN THE UNITED STATES

and in Mexico



◀ CALL NEW YORK

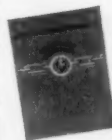
John Terreforte, Eastern Manager, will be glad to furnish actual warehousing and distribution costs, and to outline for you the many services available through American Chain of Warehouses. Write to Mr. Terreforte at 250 Park Avenue, New York 17, N. Y., or call Plaza 3-1234.

CALL CHICAGO ▶

Henry Becker, Western Manager, also is a specialist in the storage and distribution of merchandise, and he will supply you with information of the facilities of American Chain of Warehouses. Write to Mr. Becker at 53 West Jackson Boulevard, Chicago, Ill. Telephone: Harrison 7-3688.



CALL THE NEAREST MEMBER OF AMERICAN CHAIN OF WAREHOUSES



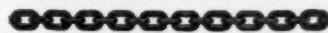
FREE MEMBERSHIP DIRECTORY, available on request, contains a complete listing of members, and their facilities. To obtain a copy write to: John Terreforte, 250 Park Avenue, New York City.

Why You Should Choose American Chain of Warehouses

1. Finest Storage Facilities
2. Capable Personnel
3. Modern Handling Methods
4. Good Customer Relations
5. Special Services
6. Wide Market Coverage

AMERICAN CHAIN OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses



Every Link A Strong One

ANNOU

greatly expanded
Air Express service

***RADIO-EQUIPPED
TRUCKS
†TELETYPE NETWORK**

**More speed!
Constant shipment control!
No extra cost!**

NCING:

* In one metropolitan center alone, Air Express has reduced average pick-up and delivery time by more than half! (And it was notably efficient to start with!)

Amazingly — by introduction of new equipment and new methods — Air Express is chalking up new records for cutting "ground time" of shipments.

Radio-equipped trucks in leading markets are now in constant touch with Air Express Dispatchers. Pick-up time is cut to a minimum. Deliveries are expedited.

All this speed-up of service with Air Express is now yours — with no added charges!

† Air Express now can practically pinpoint shipments. A key-city network is linked together by private teletype service, tied in with scores of other communities in a nationwide network.

All along the route, teletype carries the vital information of all load messages — weight, number of pieces, destination, plus special information or instructions.

Thus, the greatest possible control of Air Express shipments — at no increase in cost to you!

In fact, thousands of users regularly find "Air Express costs less" than any other service!



Two-way Radio of the most modern design connects this Air Express truck with central Dispatcher — cuts "ground time" for shipments more than half—yet, costs you no more!



New Teletype Service enables you, the shipper, or your consignee, to "keep an eye" on Air Express shipments — trace them en route — meet them on time — and at no extra cost!

For the world's most efficient, most complete air shipping service—linking some 23,000 U. S. communities, all by one through carrier—call



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS ... division of RAILWAY EXPRESS AGENCY



FIRST ROW: Bernie Swanson, George A. Barton, Walter Bixby, Charles Johnson. SECOND ROW: Ted Peterson, Bob Beebe, Halsey Hall, Bill Hengen, Bill Carlson. THIRD ROW: Jack Goodwin, Augie Karcher, Merrill Swanson, Dick Cullum, Stu Baird, Dwayne Nettund. FOURTH ROW: Sid Hartman, Ray Canton, Jim Peterson, Tom Briere.

What makes a newspaper great?

Will Minneapolis get Major League Baseball? The whole Upper Midwest waits and wishes with its fingers crossed, including the boxful of Minneapolis Star and Tribune sports writers pictured above, whose job it would be to cover the games for newspaper readers. All across the $3\frac{1}{2}$ state area, hopes are running high for the brand-new \$4.5 million Metropolitan Stadium. This triple-decked, readily-expandable, 23,300 seat ballpark has won enthusiastic acclaim from the Commissioner of Baseball, the presidents of both major leagues, and an imposing array of major league club officials.

One thing is certain. When and if it happens, Charles Johnson, sports editor of the Minneapolis Star and Tribune, and his capable staff, will be ready. Long experienced in providing the country's finest year around sports coverage for the sports-loving citizenry of the Upper Midwest, Johnson & Co. are superbly equipped to add local Big League baseball reporting to their long list of big-league reporting accomplishments.

Under Johnson's leadership are some of the liveliest, best-regarded talents in the business; acknowledged experts who travel 250,000 miles a year garnering eye-witness reports on everything from the Olympics to pan-fishing. Assistant Sports Editor Bernie Swanson and columnist Dick Cullum are well-known and respected regulars in press boxes across the nation. Halsey Hall is a charter member of the Baseball Scoring Rules Committee. Johnson, himself, who spearheaded the area-wide drive to build the new stadium (without so much as a dime of tax money), is on first name terms with every baseball official, and most of the players, in the major leagues.

To supplement this background and skill, Johnson's boys are back-stopped by award-winning photographers manning some of the world's finest photographic equipment, including the amazing 600-pictures-a-minute Rocket camera, the Stratolens and the fantastic Photosweep, which takes pictures covering a field of 170 degrees at speeds of 1/1000th of a second. In

recent months, more and more of the sports pictures thus snapped have appeared in color—part of the Minneapolis Star and Tribune's successful pioneering venture into daily full color news coverage.

Bringing Upper Midwest newspaper readers the complete sports picture is a specialty of the Minneapolis Star and Tribune. It's typical of the thoroughness, knowledge and experience which are cover-to-cover characteristics of these two good newspapers—qualities which have earned them the respect and loyalty of the largest newspaper audience in the big and busy Upper Midwest.

Copr., 1956, The Minneapolis Star and Tribune Co.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

from "Job Guide for Young Workers," sold by the Government Printing Office, Washington 25, D. C., for 40 cents a copy:

"Sales work: retail selling is a growing field for women, who now hold about half of these jobs. Selling at wholesale is mostly a man's field. The field is very broad and opportunities are good in most areas, though starting pay is likely to be quite low."

That is all the editors have to say about selling. They brush it off.

What does the son of two Irish immigrants have to say about selling? Let's quote Walter H. Johnson, Jr., 39-year-old vice-president in charge of sales for American Airlines, Inc., that grossed \$260,756,000 in 1955:

"It is incredible," declares Johnson, "that a government study on job opportunity for youth could neglect the field upon which so many other jobs depend. There is no profession in America which will offer greater rewards in terms of accomplishment, satisfaction or income within the decade equal to the field of marketing or salesmanship."

The magazine's editors conclude with the declaration that:

"... the experts on job trends feel that it is well worth a youth's time to look around a bit, and, if possible, to seek a skill that will give him an edge over the untrained man. That has paid off in the past in America, and it is expected to pay off in the future."

John M. Fox, 43-year-old president and founder of Minute Maid Corp., with sales of \$106 million in 1955, would agree and suggests:

"We must first play down the false but persistent theories that salesmen are born and not made, and that selling is insecure and undependable. Selling certainly has the attractions to play up, attractions that will appeal to youth—fast promotions, ultimate financial awards, freedom of action, varied and more interesting work, meeting and dealing with people constantly, travel or mobility as against the drudgery of inside office work, being your own boss and making your own decisions much of the time, and opportunities for the executive through performance."

Should we in selling ask ourselves: Are we making selling attractive so that our sons will want to follow us into sales? But more importantly, are we making selling attractive to the sons and daughters of people in other businesses and professions? Apparently we are failing because we are plagued with a shortage of talented manpower.

Nervous Management

Thousands of managers today have moved into their jobs without going through the searing experience of depression, recession or failure. So it is not surprising that a great many managers occasionally show their nervousness about maintaining our present boom.

"It is time for us all to behave like experienced men," declares Arthur O. Dietz, president, C. I. T. Financial Corp., "in the face of minor fluctuations in the business curve and to keep in mind the long pull—the upward movement of the American economy which in the next 10 years can be expected to add at least 25% to our productivity and put today's prosperity in the shade."

Dietz puts his finger on the attributes of the manager, who knows how to "take reasonable fluctuations in the business cycle in stride, be conservative when things are moving upward and be courageous when things seem to be turning down."

1,152,497



month after month

a stabilized

audience!

Every advertiser knows the value of a constant, highly attentive audience. That's what The Elks delivers—of active men with incomes far above the national average. As leaders in the social and business life of their communities, 1,152,497 Elks are liberal givers and spenders. The quality and stability of The Elks' audience is your assurance of resultful advertising.

THE **Elks** MAGAZINE
New York Chicago
Detroit Los Angeles

They'll remember your firm's gift!

VACUUM PACKED SHELLED PISTACHIO NUTS



Delicious California-grown nuts (each pound equal to 3 pounds in the shell). Unique, delicate flavor, crisp texture. Shipped anywhere in U.S. fob. Elk Grove.

7-oz. vacuum tin	2.50
12 tins, 15% discount	25.50
24 tins, 25% discount	45.00

PHILIPSIAN ORCHARDS
Elk Grove, Calif.



"...we consider advertising



In 1918, Dudley E. Sanderson joined Oneida Ltd., silversmiths, as a timekeeper. Four years later he moved into sales, and by 1923 was traveling the New England territory. Transferred to Canada in 1926, he became division sales manager, with certain advertising and merchandising responsibilities. In 1945, Mr. Sanderson returned to his native Oneida, N.Y., where he is now a director of the company, Vice President in charge of sales, advertising, and sales promotion of advertised trade-marked lines. A recent talk with Dud Sanderson about the use of business publications proved both enjoyable and worth while. Here are the highlights of the interview.

Q When did Oneida Ltd. first advertise?

A In 1902. It was in January of that year that the directors appropriated \$5,000 to advertise their new product, called Community Plate. It was in September, I believe, that the first advertisement actually appeared in print.

Q Were these early advertising efforts considered successful?

A I'm afraid not. For the first 8 years, our advertising showed no real promise of even paying for itself. However, by 1909 results were evident, and by 1925 advertising had raised Community Plate to pre-eminence in the quality silver-plate business. It had succeeded in convincing the public that the best plated ware is, from a practical standpoint, as good as sterling—in some ways better.

Q Were your early advertisements or campaigns unique in any way?

A Very definitely. For one thing, I believe we were among the first advertisers to use large units of space. We did

this for several reasons. One was the conviction that our silver patterns should be shown in the fullest detail possible. Another was the fact that large advertisements generally create a favorable impression of the advertiser's stature and stability and thus inspire reader confidence in the product. Last, but by no means least, was the knowledge that large advertisements attract the attention of more people.

Q And in what other ways did Community Plate advertising pioneer?

A In 1910, when full-page black and white advertising was still considered venturesome, we scheduled full-page full-color advertising. Then, too, Community was among the first to buy the finest in advertising art. Realizing that beauty of presentation could be a major force in building consumer demand for silverplate, we inaugurated the famous "lace background" campaign. Rare laces were brought from every part of the world, often at great expense, to be photographed as background for our silverware displays.

Q Have you advertised consistently since the beginning?

A Yes, without interruption. Even during World War II, with practically nothing to sell on the open market, we continued to invest advertising dollars in the future—against the day we would again be competing for our share of the consumer dollar.

Q At what point did you start using business publications?

A I can't give you a specific answer to that question, but I do know it goes back many, many years. I also know that we have had a strong schedule ever since those early days.

Q Just what is your advertising philosophy?

A Well, at Oneida we consider advertising an investment, not an expense. We advertise, I suppose, for much the same reasons as other manufacturers. We advertise to tell people about our products—to establish our name, to create a desire, thus a demand, for our products. We also advertise to help our customers, and the many merchants who carry our lines, sell our products. And certainly we advertise to help our own salesmen do the best possible job.

Q Is there any one theme that you stress more than others?

A I wouldn't say that we put particular emphasis on any one theme, but we do try to make our advertising as informative as we possibly can. For example, in business papers we tell dealers what we are doing and what we have to offer that will help them make a profit.

Q Do you use the task method to determine advertising appropriation?

A No, we do not. We arrive at a figure through the use of a formula based on such considerations as sales records, sales forecasts, and a certain amount of hard and cold mathematics, carefully balanced with experience and the judgment of management. It is this last thing that accounts for the fact we sometimes invest in advertising beyond the calculated dollars that come out of our forecast. This was particularly true during the big depression, when, at one point, we were the only company in the industry to continue even a modified advertising program.

an investment, not an expense"

Q Do you have a different philosophy about the use of business papers than of consumer publications?

A No. I can only say this—our present-day philosophy has brought about a substantial increase in our appropriation for business publications. Without referring to figures, I know we are spending more in business papers in 1956 than at any time in our history.

Q Can you cite examples of direct benefit derived from your advertising in business publications?

A Oh yes. Perhaps one of the best demonstrations of its effectiveness can be found in what we experienced when we introduced our line of stainless steel tableware. Prior to that time our salesmen seldom called on housewares departments, and buyers were not acquainted with our company. We promptly launched a sizeable advertising campaign to reach these people, and in a surprisingly short time we reaped success. Not only did our salesmen get audiences, they got orders too.

Q Do you advertise price in business publications?

A Yes, regularly. We believe in advertising price, particularly in the housewares field.

Q In general terms, how do you define the role of business publications?

A Well, first let's consider the editorial side, which I feel to be of tremendous and increasing importance. The editorial pages of a business publication put under one tent all the things a businessman wants to know about his chosen field. They offer him an opportunity to review the experiences of the past, to familiarize himself with current developments, and to look into the future through the eyes of the editors—capable men who are experienced in the art of digging out, evaluating and reporting facts and trends.

Q And how about the advertising side?

A I am convinced that well-conceived and well-written advertisements are a constant source of information to the man interested in keeping abreast of developments in his field. In addition, many readers, I am sure, get very worthwhile merchandising hints and suggestions from this source.



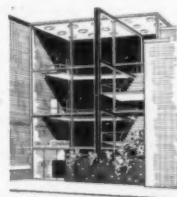
Q Let's go back to the editorial side for just a minute. Do you believe that publishers and editors of business papers fully meet their responsibilities?

A I certainly do. I think that along with consumer magazines, business publications have made marked improvements, not only in editorial content and policies, but also in format. They have done much to make it easier for their audiences to read and absorb the subject matter. A case in point is the capsule treatment frequently given long and involved articles that enables even the busiest reader to become generally familiar with the subject.

Q On the subject of frequency, do you believe it necessary to maintain a regular schedule?

Through the use of business publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. In this respect, today's responsible business publications serve a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers.



Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • Hardware Age
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age
Automotive Industries • Optical Journal and Review of Optometry • Spectator
Commercial Car Journal • Boot and Shoe Recorder • Hardware World
Gas • Electronic Industries • Butane-Propane News • Book Division

A We very definitely believe in continuity. It may not be necessary to be in every issue of a publication but once we start to build an audience we want our advertising to appear frequently enough to hold that audience.

Q What requirements must a publication fulfill before it is added to your media list?

A First of all, of course, it must cover the particular field, or major segment of it, that we are interested in reaching. Then, too, we are very much interested in the editorial content or editorial policies of a publication.

Q How many business publications do you now use?

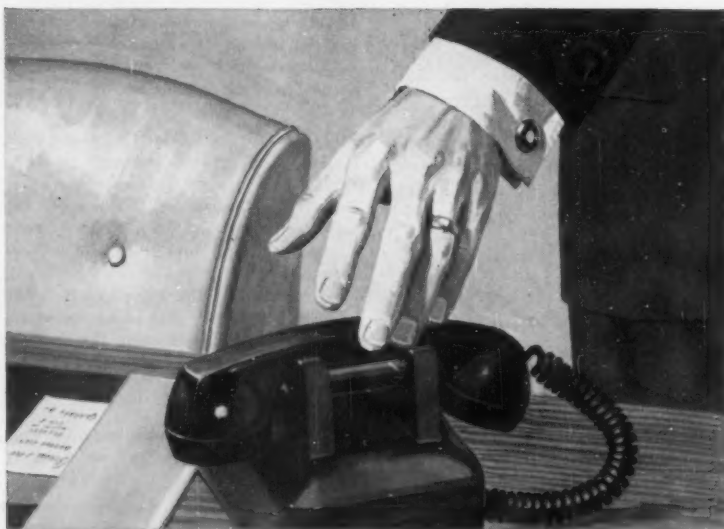
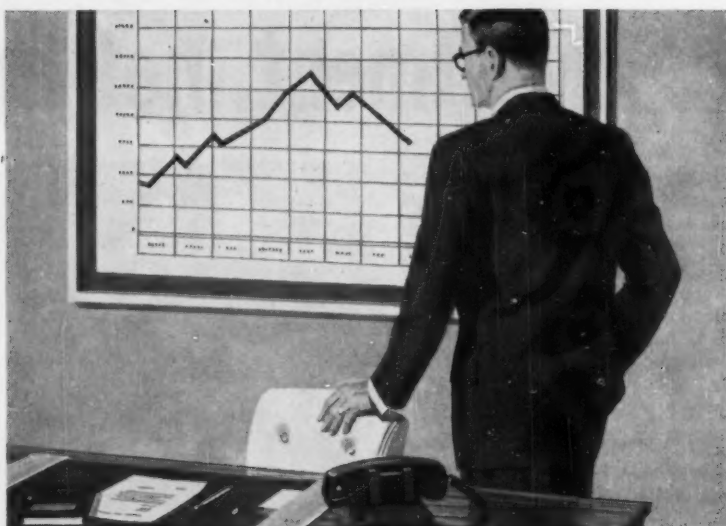
A Approximately 25.

Q Is there any point about your experience with business publications that you care to emphasize?

A Well, yes. Although it is repetitive I would like to go back to one thing I said, for the sake of emphasis. I think the best testimony as to the importance of business publications to us is the fact that we have been putting more and more money into their use. This means that we have not only added new publications, but have also increased our space in the papers we already use. And I would like to go even farther.

Want to
pick up
sales..?

...then
pick up
the
telephone



Haentze Floral Company, a wholesale florist in Fond du Lac, Wisconsin, recently began to make *planned* use of the telephone to obtain new out-of-town business and keep in touch with distant customers.

Results? Sales increased \$36,000, in just six months. And Haentze Floral Company's success with sales by telephone is not unique.

We'd like to show you how the telephone can fit most profitably into *your* operations. Just call your Bell Telephone Business Office and a representative will visit you.

LONG DISTANCE RATES ARE LOW

Here are some examples:

New Haven to New York	45¢
Baltimore to Pittsburgh	80¢
Chicago to Atlanta	\$1.35
Dallas to Cleveland	\$1.70
Milwaukee to Los Angeles	\$2.20

These are the *daytime* Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

Call by Number. It's Twice as Fast.

BELL TELEPHONE SYSTEM



LETTERS TO THE EDITORS

Bunny Ward Has Had the Nerve to Tell Men What to Wear!

Long List of Fashion "Firsts"

EDITOR, SALES MANAGEMENT:

Over the years I've developed a healthy respect for the editorial accuracy of your very fine publication. I was a little distressed, therefore, to note a glaring error of fact on p. 28 of your June 15 issue. The error of fact to which I refer is your story about Miss Caye Christie's job (They're in the News: "How to Get a Head under a Hat").

You term her "the only woman fashion consultant in the men's apparel industry." Again later on, "But until Lee [The Frank H. Lee Co.] hired Caye, no manufacturer had summoned the nerve to tell women what they should tell men to wear."

Mrs. Bunny Ward has been men's and boys' wear styling consultant for this company for some time. Additionally, she styles men's wear for Fox-Knapp and Pioneer Suspender Co.



She pushed Hawaiian shirts, trunks

As a matter of fact, Mrs. Ward was probably the first and certainly the most successful woman stylist in the men's wear industry. "Bunny," as she is widely known in the industry, was brought to this country from England in 1930 by R. H. Macy to be its men's wear stylist. Her list of men's fashion firsts is long and imposing.

If you're interested in the story of a woman having the nerve to tell a man what he should wear, Bunny Ward is the girl. As far back as the Jan. 16, 1939 issue, *Life* magazine recognized Bunny as one of the top men's wear stylists, crediting her with introducing or popularizing light colored summer dinner coats, long brush jackets, Hawaiian print sport shirts and swim trunks, strong colored

slacks and a host of others. She has also been featured in *The American Magazine*, and published *The New York Times* annual Men's Fashion Supplement for several years.

Recently . . . additional industry-wide recognition came to Mrs. Ward when she was honored by the Boston Men's Apparel Club.

In case you see fit to give credit where credit is really due, I am attaching hereto a recent photograph of Mrs. Ward.

N. A. Considine, Jr.

Director of Advertising
and Sales Promotion
Blue Bell, Inc.
New York, N. Y.

"Keep the record straight"

EDITOR, SALES MANAGEMENT:

As a subscriber to your magazine and a manufacturer of men's sportswear, we naturally take exception to the article that appears on p. 28 of your June 15 issue, "How to Get a Head under a Hat."

We recognized the importance of a woman fashion consultant a long time ago. In line with this thinking, we employ Mrs. Mildred (Bunny) Ward as our consultant. She has a long background in the men's wear field and is known from coast-to-coast.

Only recently she was the guest speaker at the Boston meeting of the New England Men's Apparel Clubs.

We call this all to your attention as we are sure you want to keep the record straight.

Joseph Knapp

President
Fox-Knapp Manufacturing Co.
New York, N. Y.

Red Face?

EDITOR, SALES MANAGEMENT:

Glad to know that *The New Yorker's* Joe Russell is against "the river of hyperbolic words which stud so much of today's advertising," as related on p. 7 of your June 15 issue

(continued on page 17)

Uranium Mine In the South!

by
John Pepper
and
Bert Ferguson



Are you dreaming of stock in some fabulous Uranium Mine? Well, there's the wistful possibility of hitting lucrative traces. But, better take the realistic view and invest in a sound proposition—the untapped resources of the Negro market in the South, staked by WDIA—50,000 watts!

CONCENTRATED COVERAGE

WDIA encompasses a total of 1,237,686 Negro consumers. Due to low readership count, the only way to reach this concentrated group is by air media. According to recent survey, TV ownership in Negro homes is only 35%. Obviously, then, Radio is the medium for penetration—and, WDIA, the all-negro 50,000 watt station, is a powerhouse of pressure for selling goods!

FINANCIAL STATUS

The financial status of the Southern Negro is at an all-time high. Their per capita income, relative to white, in Memphis, exceeds that of the Negro in any other major city of the nation. Specifically, the Negro population of Memphis has a quarter of a million dollars to spend—and is willing to spend it on marketable merchandise, as:

*Chesterfield Cigarettes . . .
Crisco . . . Pet Milk . . . Bromo
Quinine . . . Kraft Mayonnaise . . . and Fletcher's
Castoria.*

If you want more sales for your products, consider the impact made upon 1,237,686 potential buyers, by Negro announcers, consultants, entertainers—salesmen, all! Listeners react to sales messages in a concrete way—with action at points-of-purchase, with the result that WDIA carries the largest number of national advertisers in Memphis.

Request, on your letterhead, data pertinent to your products—along with your bound copy of, "The Story of WDIA!"

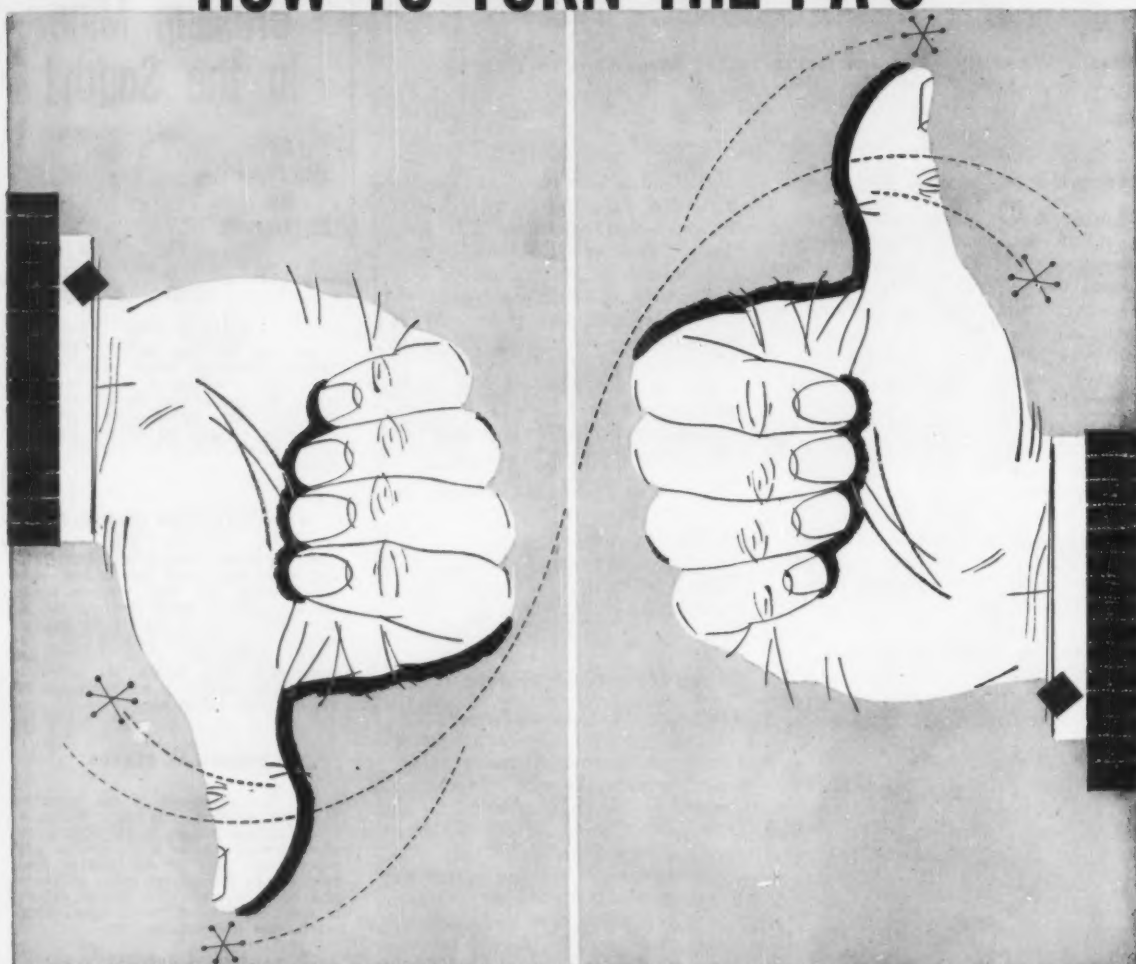
WDIA is represented nationally by John E. Pearson Company.

John Pepper
JOHN PEPPER, President

Bert Ferguson
BERT FERGUSON, General Manager

Harold Walker
HAROLD WALKER, Commercial Manager

HOW TO TURN THE PA'S



"THUMBS DOWN" INTO "THUMBS UP"

Is the Purchasing Agent turning thumbs down on your product? There's a good chance that the only trouble is faulty communication. After all, if he doesn't know how good your product is, and how dependable your company, *he isn't going to buy.*

Here's the simple remedy: make sure your salesmen and your advertising *both* sell the

PA. For he's the one man who's *always* in the buying decision.

The best advertising medium to reach industry's PAs is **PURCHASING**. It's the magazine with the largest available coverage of industrial purchasing executives...the magazine PAs rank *first* in usefulness among all industrial publications.

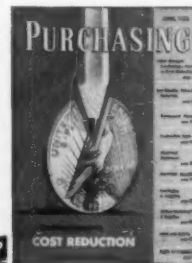
If you sell an industrial product . . . put **PURCHASING power behind it!**

PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!

A CONOVER-MAST PUBLICATION



GPA NBP

SALES MANAGEMENT

LETTERS

(Editorials: "Big, Bald, and Blatant").

He, therefore, must have been embarrassed by his magazine's ad on p. 16 of your June 15 issue, which reads, in part: "So far in 1955-56, 32 books have already been published, all or part of which first appeared in *The New Yorker*." Wonder if *The New Yorker* meant purposely to make such a misleading statement.

J. H. Harvey

Moline District Sales Manager
The Standard Register Co.
Dayton, O.

"A good asset"

EDITOR, SALES MANAGEMENT:

While I think of it, I want to repeat what I told you once before . . . the perforated page is a good asset and I hope you don't give it up.

John W. Hubbell

Vice-President
Sales and Advertising
Simmons Co.
New York, N. Y.

Now You See It . . .

EDITOR, SALES MANAGEMENT:

Your issue dated May 10 was received June 2 and I was about to write to you to see if it had been lost. Your May 20 issue was received June 1.

Is it usual for your publications to be this late? I am never quite sure whether or not I have received them as you can appreciate from the above.

Sam F. Green

Willys Motors, Inc.
Toledo, O.

P.S. It is the best magazine of that type I have ever read in my 30 years in the sales of automobiles.

► As to the lateness of the issues—the May 10 *Survey of Buying Power* was late in getting off the press. The fault was not ours. The Government was slow in releasing figures from its 1954 Census of Retail Sales, which we needed for setting the new base for our projections and of course this

(continued on page 19)

AUGUST 3, 1956



Sign of Superior Service

► You'll find this sign on the door, or in the window, of an independent household goods warehouseman in your community or close by. He not only is able and eager to bring you Mayflower Long-Distance Moving Service at its best, but the finest in local moving, storage, packing, crating as well. He is a leading business man in the community, selected because of excellent facilities, service, and organization. Mayflower has only one agent to a town. He is *your* representative, as well as ours, to help you with your moves, to see that you and your people are fully satisfied. It will pay you to call your local Mayflower agent for any moving needs . . . across the nation, or across the street.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



America's Finest Long-Distance Moving Service



—it will give you new ideas about Detroit

Advertisers and agencymen who have spent 25 minutes viewing this sound-slide presentation declare it to be the first new approach to defining the Detroit market since the old ABC retail trading zone was established 40 years ago.

Research experts acclaim the film because it is based on an extensive study which applied every conceivable market measure and resulted in a fresh, realistic, believable and completely up-to-date concept of the nation's fourth market.

There's sales significance for you, too, here—and an important contribution to your marketing plans — because, as you'll discover, this picture of America's Motor Empire is *in focus for tomorrow's selling.*

The Detroit Free Press

National Representative: Story, Brooks & Finley
 Retail Representative: Kent Hanson, New York
 Southern Resorts Representative: Hal Winter Company, Miami Beach



LETTERS

delayed us for several weeks.

As to the May 20 issue, again the fault is not ours. The issue was mailed early and we are sure the post office is to blame for that delay.

Intrigued

EDITOR, SALES MANAGEMENT:

"The Scratch Pad" page of SALES MANAGEMENT magazine has intrigued me for quite some months now. I really look forward to reading it.

As a secretary, now taking a leave of absence for the summer, I have had occasion to see a number of engineering magazines and T. Harry Thompson's column is one to which I look forward. . . . Just wanted to let you know that I have enjoyed his page and am going to miss it during my leave.

(Mrs.) Alfretta W. Flynn

Dorr-Oliver
Oakland, Cal.

"Party Plan" Manuals, Anyone?

EDITOR, SALES MANAGEMENT:

Are sales manuals and sales management manuals for the "Party Plan" of selling available for distribution? If so, where can they be secured?

Do you have any information regarding the various types of merchandise and services to which the "Party Plan" may be adapted? If not, where can such information be secured?

Rev. North E. West

Superintendent
Baptist Institute of the Ozarks
Bella Vista Heights
Bentonville, Ark.

► So far as we know there are no manuals of any kind available covering the "Party Plan" method of selling. The only such plans we have encountered have been used by companies manufacturing relatively low-price items used in practically every home.

SALES MANAGEMENT has carried nothing very recently on this type of selling operation.

Readers who can supply information requested by Rev. Mr. West may contact him at the above address.

AUGUST 3, 1956

*Something
goes into
this box
besides
almond bars...*



NATIONAL FOLDING BOX C O M P A N Y D I V I S I O N FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.
PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.

**NOBODY'S
LISTENING
BUT PEOPLE
-ALL OF THEM
STEADY
EATERS!**



What a time to talk about food...while 4,115,000 people
a minute are listening attentively to daytime CBS Radio.

Mostly they're homemakers, too busy for other advertising
media. They're listening to 11 serial dramas on CBS Radio,
starting at 12:00 noon, CNVT, Monday through Friday.

In one week, these programs reach 20,548,000 different people.



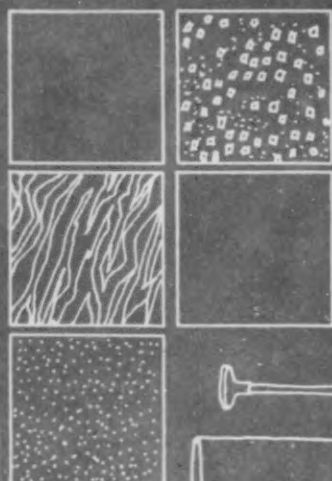
From left to right:



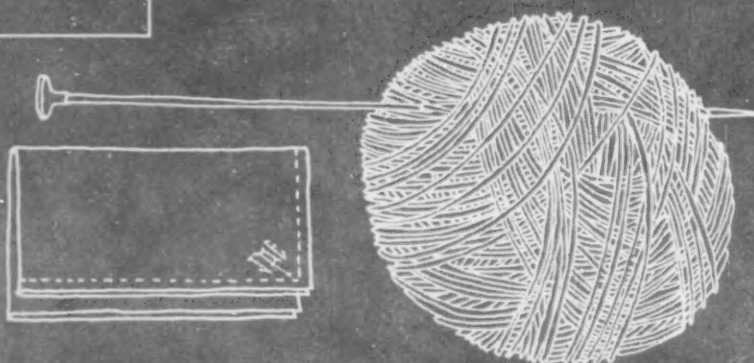
12:00 N. **WENDY WARREN & THE NEWS**
 12:15 PM **BACKSTAGE WIFE**
 12:30 PM **ROMANCE OF HELEN TRENT**
 12:45 PM **OUR GAL SUNDAY**
 1:00 PM **ROAD OF LIFE**
 1:15 PM **AUNT JENNY**
 1:30 PM **YOUNG DR. MALONE**
 1:45 PM **GUIDING LIGHT**
 2:05 PM **RIGHT TO HAPPINESS**
 2:15 PM **SECOND MRS. BURTON**
 2:30 PM **THIS IS NORA DRAKE**

this is the right time to buy...

THE CBS RADIO NETWORK



11th in
manufacture
of
textile mill products



wgal-tv

LANCASTER, PENNA.

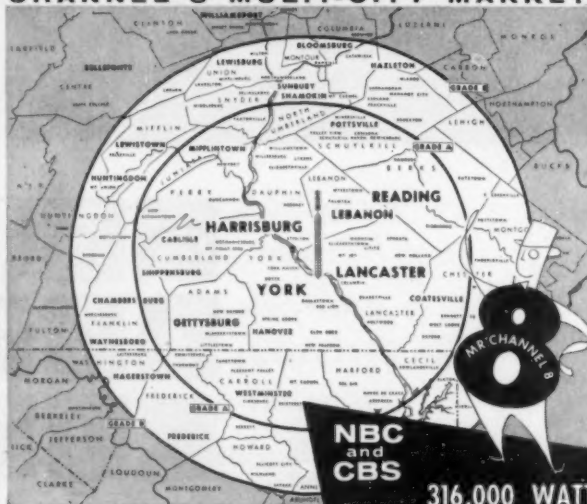
NBC AND CBS

Among the television markets foremost in the manufacture of textile mill products, the Channel 8 Multi-City Market ranks eleventh, based on production figures for America's top 100 counties (SALES MANAGEMENT "Survey of Buying Power"—May 10, 1956). This is just one phase of the widely diversified industry which makes the WGAL-TV Channel 8 market a buying market for your product.

STEINMAN STATION
Clair McCollough, Pres.

Representative
the **MEEKER** company, inc.
New York Los Angeles
Chicago San Francisco

CHANNEL 8 MULTI-CITY MARKET



NBC
and
CBS

316,000 WATTS

SALES MANAGEMENT

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

"THE GREATEST PUBLIC WORKS PROGRAM in the world" is what Secretary of Commerce Weeks called the nation's \$50 billion, 13-year highway program when it was launched last month. But equally impressive to marketing men was the realization that this one program is the greatest non-military stimulus to general business ever created by government. The program, which won't peak until 1960, is expected to add \$400 million to highway construction this year alone. Street and road building was already at an annual rate of over \$5 billion before the bill was signed. In 1960, and for a time thereafter, it will average between \$8 and \$9 billion annually.

This vast highway project, which calls for **41,000 miles of interstate superhighways** and other thousands of miles of subsidiary roads by 1969, cannot help but stimulate our entire economy. In addition to the cement suppliers, steel makers and road machinery manufacturers that will benefit directly and immediately, all business will get a shot in the arm as new manufacturing plants, restaurants, gas stations and tourist accommodations locate along the wide, fast limited-access highways and pleasure travel and interstate shipping expand.

Big money and big spending have characterized 1956. The federal government, which ended its fiscal year June 30, spent almost \$66 billion. Most of this—\$37.9 billion—was for national defense. Private business has disclosed its plans to spend as much as \$39 billion on new plants and equipment before year-end. Now, a road-building program with a long-range budget of \$50 billion has been started and 1957's federal budget will be even bigger.

With all this record spending going on, and 1956 gross national product ready to hurdle the \$400 billion mark, it is hard to be even mildly pessimistic about the future. Instead, clear-thinking sales ex-

ecutives are looking beyond the scattered blemishes on the current economic scene and planning for unprecedented sales achievements tomorrow.

THE SHORT-RANGE OUTLOOK finds most businessmen optimistic—at least they were just before the steel strike when Dun & Bradstreet conducted a random, cross-section survey of 1,499 executives of the larger and medium-size manufacturers, wholesalers and retailers across the country. Of the interviewed executives . . .

64% expect higher sales for the fourth quarter this year compared with the same period last year; 28% expect no change from last year's high level; 8% anticipate a decrease.

49% expect higher net profits; 43% anticipate no change and 8% look for lower profits in the last quarter of 1956 compared with the like quarter of 1955.

61% expect no change in their selling prices in the fourth quarter; 36% expect higher prices for their products; 3% anticipate lower prices compared with the same period in 1955. Durable goods manufacturers and wholesalers were more prone to expect price increases in their products than either retailers or manufacturers of nondurable goods.

28% expect their inventories to rise above fourth-quarter 1955 levels; 60% see no change; 12% expect a decrease.

14% expect to have more employees at the close of the year's final quarter than last year; 83% see no change; 3% expect a decrease.

56% of manufacturers expect an increase in new orders in the fourth quarter this year over last; 38% envision no change; 6% expect to have fewer new orders.

Significant Trends (continued)

APPLIANCE DEALERS who handle television are unhappy these days. They're selling 12% to 16% fewer sets this year and their profits have dropped an even greater percentage. Competition, in many cases, has driven margins down to 20%, 15% and even 10%. This, they say, barely meets the cost of doing business. What's more, people are buying the new, inexpensive portables (\$89 to \$189), which carry a comparatively small dollar markup. And, if they don't buy a portable, they select other inexpensive sets to tide them over until color TV prices come down still further. To add to the dealer's woes, he can't sell reconditioned sets that were originally trade-ins, since his customers would rather have a new portable for a few dollars more.

Manufacturers are blue, too! They have had to cut production about 14%. They hope that the long-promised boom in color TV sales will come without first forcing them to sell expensive-to-make color sets at profit-less prices. Now they think it will be the fall of 1957 before color really takes hold. The TV makers view their heavy inventories of all models with alarm—2.5 million sets, about half a million more than were on hand January 1. Already this year, according to "The Wall Street Journal," five oldline concerns have gone out of business as independent TV manufacturers. A few years back there were 175 brand names in television—now there are about 50. But try to name 10!

The only consolation for both dealers and manufacturers lies in the fact that (1) the political conventions, exceedingly popular TV fare in 1952, are scheduled for this month and set sales may reflect this interest; (2) even conservative estimates expect the industry to sell approximately 7,000,000 sets this year. That is still pretty good for an industry that hardly existed a short decade ago.

PACKAGING PROGRESS is apparent in the growing size of the nation's packaging industry. The importance of practical and eye-arresting packaging is seen in recent production figures which show metal cans 20% ahead of last year, paper and board output up 5% to 6%, glass container demand 5% to 7% ahead of 1955. However,

Prentice-Hall's "Report on Business" notes that there's still a need for lightweight and compact containers which can save on transportation costs, cut shelf and refrigerator space in store and home, and be carried easily by the housewife.

Among the trends: **Colorful packaging** is getting added attention for point-of-purchase display and for effective use in color TV advertising. **Combination packs**, holding two to six units, are found to encourage multiple sales and they are favored by retailer and consumer alike. **Transparent films** for packages are popular where products lend themselves to exposure.

All basic materials, Prentice-Hall reports, are sharing in the general packaging boom, although wooden containers and textile bags are being replaced where feasible. **Plastics** have failed to make major gains against traditional metal and glass, but they are enjoying some success as a combination item. Plastic caps are winning acceptance, along with nozzles and jar lids. **Polyethylene**—used exclusively, or with paper or board—is being relied on more and more for showing off eye-appeal products, for retaining moisture and excluding dust.

Packaging news: Crown-Zellerbach has just contracted with a Swedish firm to manufacture and promote a new type of package. It's called Tetra-Pak and is a six-sided paper container, waxed outside, polyethylene inside, which is formed and filled in one operation. It is said to reduce packaging costs up to 50% for a single serving of milk or juice.

HOME OWNERSHIP is on the increase, according to the Bureau of the Census. About 60% of American families now own their own homes, a rise of 5% in five years. The North Central part of the U. S. with 66.4% showed the highest rate of home ownership; the Northeast, with its myriad "cliff dwellers," at 52.1% showed lowest.

SPARE TIME, Yale Professor David M. Potter recently observed, is attained in the fullest measure by manual workers, and perhaps is enjoyed least by the executive or professional man whose occupation and social status is considered to be the highest. **Ed. note:** Amen.



"A man wants to know where he's going."—Denebrink

The Fourth Dimension in Management

It is Motivation. Nothing in policy, system or procedure can work effectively without an understanding of it. It is concerned with the material and psychological wants of men. It is the basis of practical, inspired leadership.

BY G. C. DENEBRINK

*Vice-President for Sales, C. H. Masland & Sons**

I like a very simple definition of management:

"Management is the art of getting things done through people." Management involves three basic functions:

1. Planning: The formulation of policies, the establishment of objectives, and the development of ways and means for achieving those objectives.

*Carlisle, Pa.

2. Organization: The assignment of responsibilities, the delegation of authority, and the development of the organization structure which enables individuals and groups of people to work effectively together to accomplish the over-all objectives of the business.

3. Control: The supervision of activities and the audit of performance to make certain the organization is functioning effectively.

These functions—planning, organization and control — are the three basic dimensions of management. They provide the framework within which management operates. They are the basic activities which management must carry on for a business to be successful.

However, these three functions do not provide the complete answer to "getting things done through people."

There is a fourth dimension to management — a prime requisite

without which management cannot be fully effective.

That fourth dimension is motivation, motivation requiring the exercise by management of leadership based on an understanding of what people want to get out of their jobs, and on skill in human relations. Any way you look at it, the successful performance of any job depends on individual human effort.

How do we get things done through people? I doubt if there are any quick or easy answers. The best

minds for or against their supervisors. Favorable votes show up in cooperation, teamwork, understanding and production."

John D. Rockefeller once said he would pay a higher price for the ability to deal with people than for any other ability or skill.

All of which raises the question: Is there such a thing as a technique of leadership? If so, is it something which can be studied and learned and applied?

To some extent, of course, the

for ourselves and our families, and the pay check is a primary consideration. For that reason, a sound compensation plan is one of the foundations upon which a successful sales organization is built. If we are to be able to attract and hold good men in our sales organizations, we must pay them fairly and adequately for the work they do.

By far the most significant trend in compensation today is the wider and wider use of incentives. When we talk about incentives, of course, we are dealing with some of the most powerful motivations in every man's make-up. There isn't a man in any sales organization who works regularly at full speed or at top efficiency. One psychologist has estimated human efficiency at only 30% of possible performance. We all possess great reserves of energy which we don't use in the normal course of our work. It's only in an emergency, only under pressure, that we put forth anything like our full effort.

That is the reason we have incentive plans. Incentives may be financial—those designed to motivate men to extra effort by paying them extra compensation for producing extra business.

But equally important — sometimes more important — are those incentives which provide recognition for superior performance. They include such activities as sales contests, quota clubs and special awards. They differ from financial incentives because basically they appeal to a man's competitive instincts.

"There isn't a man in any sales organization who works regularly at full speed or at top efficiency... That is the reason we have incentive plans."

statement of the problem I have seen was that made by Clarence Francis of General Foods. Said Mr. Francis:

"You can buy a man's time; you can buy a man's physical presence in a given place; you can even buy a measured number of skilled muscular motions per hour or day; but you cannot buy enthusiasm; you cannot buy loyalty; you cannot buy the devotion of hearts, minds and souls. You have to earn those things."

Why will men go all out for one sales manager and give him their confidence and loyalty and whole-hearted effort, and do it willingly and eagerly?

Why do the equally capable men of another sales manager fail to produce up to the full measure of their capabilities?

I believe it is a matter of the caliber of leadership exercised by the sales manager himself.

Franklin J. Lunding of Jewel Tea has expressed it this way: "There is a phantom ballot going on all the time among the people in any business. They vote constantly in their

qualities of leadership are born in the man. But men who are adept at the art of human relations insist there is a technique of leadership—a definite pattern to follow in the management of men which will motivate them to get things done. And they say that this technique of leadership can be acquired to a substantial degree.

We would all agree, for instance, that one fundamental requirement of effective leadership is a reasonably adequate understanding of human motivation.

What is it that every man wants to get out of his job, whether he be a sales executive, a salesman, or a workman in the factory? No matter what your personal job function may be, if you will answer this question for yourself, you will come astonishingly close to answering it for all of your fellow workers. The list of wants would, I believe, look something like this:

1. *A man wants fair pay for his efforts.*

Most of us work to earn a living

Need of Recognition

A very strong human motivation is the need for a man to feel important—to look well in the eyes of his company, his customers, his friends and his family.

Most Americans, and especially good salesmen, are naturally competitive. They like to excel, to stand out from the crowd. America is a great country because Americans are not satisfied with mediocrity. A baseball team doesn't want to have just a successful season. It wants to win the pennant. I am convinced from personal experience that many salesmen are more interested in special recognition than in an actual increase in pay.

2. *A man wants a clear definition of his job assignment.*

This may sound elementary, but it is surprising how many men are not clear about their job assignments because their duties have never been clearly defined and written down.

3. *A man wants to know how he's doing—where he stands.*

Professor Albert Walton illustrates this universal desire by asking: "How many men would there be on the golf course today if there were no score cards? . . . Suppose hits and runs were not recorded in a ball game. Would 25,000 people turn out just to see a demonstration of skill? The truth is the score in the game!"

4. *A man wants to know where he is going.*

You can build the most powerful locomotive in the world but it isn't worth a tinker's damn unless you build a track for it to run on. And a sales manager can build a potentially powerful organization, but if the men are to get anywhere—if they are to work together as a team—they have to know where they are going and how they are going to get there.

Outline Objectives

And so another technique of leadership is for the sales manager to establish clear-cut objectives for the organization, together with a program that sets forth the ways and means by which those objectives are to be achieved.

5. *A man also wants to know where his sales manager is going.*

Job satisfaction is sure to be enhanced if a sales organization knows how the sales manager will react to different conditions. If the sales manager is flighty, if he blows hot and cold, if he continually revises his plans and policies, the result will be to confuse his organization and to keep his men off balance and uncertain. How can anyone "follow the leader" unless he has a general idea of where the leader is going? Another technique of leadership, then, is for the sales manager to act in a reasonably consistent pattern so that his men and his staff can know what to expect from him.

6. *A man wants to know what's going on in the business.*

We've been hearing a lot recently about the importance of good communications.

Certainly one of the best ways to gain unity of effort from a sales group is to keep them fully informed about company operations so they will understand not only the "what" but the "how" and the "why."

7. *A man wants the things that will give him peace of mind, a sense of dignity in his job, a source for guid-*

ance and encouragement when the going gets tough.

While our first point stressed the importance of fair pay, compensation is seldom the most important consideration about a job. There are many less tangible elements which help to make up job satisfaction.

Is the company well and favorably known? Is it respected for the way it conducts its business?

Can a man have confidence in his company management?

Can he respect the other men with whom he is associated? Is the contact with them stimulating and helpful to him in his own personal growth and development?

Can he be proud of the merchandise he sells?

Can he feel his job is important and worth-while?

Is he treated as a human being—as an individual entitled to a sense of personal pride and personal dignity?

If opportunities for promotion come along, can he be sure he will receive the consideration he deserves?

When the going is rough, is he given the encouragement he needs?

If he is deserving of criticism, is it given in a friendly, constructive way?

in our men. Once we have gained this understanding, once we are guided by it in every action we take, in every personal relationship we have with our men, we will have acquired the most effective technique there is for motivating our men and for getting things done through our men.

Every organization reflects the character and personality of the man at the top. The sales manager sets the example for his staff and for his entire organization, more than his men ever consciously realize. Far more than he himself ever imagines. He lives in a glass house. He is constantly under scrutiny. He sets the pattern. The quality of his leadership is the single most important factor influencing the performance of his organization.

Men need and want leadership. Emerson once said, "Our chief want in life is somebody who can make us do what we can."

Men are eager to follow leadership which they respect and in which they have confidence.

If the sales manager is emotionally stable, if he refuses to permit personal feelings to affect his business judgment, if he is fair and honest and

"The sales manager sets the example for his staff . . . more than his men ever consciously realize. Far more than he himself ever imagines."

Can he feel a sense of accomplishment when he does a good job?

Is he given credit when he does his job well? Men are hungry for appreciation and praise.

Finally, does the job provide a man with a feeling of participation, a sense of belonging, of being part of a team?

I suggest that probably our most important responsibility as sales managers is to recognize and understand these feelings and motives and needs

straightforward in his dealings with his men, if he plays no favorites, if he keeps his commitments, if he goes to bat for his men when they need his support, if he is as steady as a rock in times of trouble, then his men will gladly give him their best.

That is why the sales manager's job is one of the most challenging and demanding and rewarding in the world of business today.

The End



Ford Bets Quarter-Billion On New Middle-Price Car

New dealer group of 1,400 will put \$100-\$150 million into facilities and manpower for six-model "E" line, to battle Buick, DeSoto and others. And \$14 million advertising will announce biggest new product birth.

BY LAWRENCE M. HUGHES

In an old, long, low, wooden structure, called by its inmates "The Poor Man's Pentagon," the Special Products Division of Ford Motor Co. is getting set to spawn a \$250 million baby.

The \$250 million is Ford's part of the cost of launching the six first-year models of a line of cars now called simply *E*. The line will be entered in the \$2,600-\$3,700 middle-price range between the Ford company's Mercury and Lincoln, to do battle directly with General Motors' Buick and "upper" Oldsmobile and Chrysler's DeSoto.

In addition, a brand-new nationwide organization of at least 1,400 dealers will spend \$100 to \$150 million at the outset to sell and serve the first quarter-million "E" car buyers.

The combined \$350 million or more which all this involves will bring into being the "biggest" and most expensive new product ever born:

Already the new division has be-

come, in assets, one of America's 75 largest manufacturers.

With first-year factory volume exceeding \$600 million, it would rank among the first 50 in sales.

And with initial factory and dealer advertising planned at an annual rate of \$14 million, the "E" would step out from scratch as a major national advertiser.

In other directions — from hundreds of supplier-companies to all the thousands of individuals who in the last six months have bought Ford's newly issued shares — the impact of the "E" may be broad and deep.

And in giving 53-year-old Ford for the first time passenger cars in every price range to meet GM and Chrysler, the "E" may touch off an all-out war for sales that would make all previous battles only preliminary skirmishes. This war, by 1960, may send the industry's car-output rate soaring from last year's record eight million to 10 million or more. The overwhelming sales force of this Armageddon may make — or break

— our whole economy.

From the plans now being made there, the sprawling old building at 16400 Michigan Ave. in Dearborn may indeed prove a "Pentagon."

On the slogan, "A Car for Every Purse and Purpose," General Motors in 35 years has built its volume to half of the entire industry. In the last decade a "new" Ford and then a "new" Chrysler have striven to strengthen — with men, facilities and largely autonomous divisions — their standings in all price ranges.

From the "Pentagon" a year ago emerged into full divisional status Ford's high-price Continental Mark II.

The present master there—general manager of Special Products Division — is a man about whom you'll be hearing more, named Richard E. Krafve. In the only formal talk he has yet made Dick Krafve (it rhymes with taffy) pointed out in Portland, Ore., last April 9 that, between 1946 and the end of 1957, for facilities and tools, Ford will have "spent or committed more than \$3,750,000,000 — to become competitive and stay that way."

Ford foresees "a rapidly expanding market. We regard this commitment as our investment in tomorrow."

Even before the "E" Ford has become quite "competitive." In the 1946-55 decade this company's share of the industry's expanded passenger-car total rose from 21.2% to 28.3%. Ford Division's share (the Ford car and lately the Thunderbird) increased from 17.3% to 22.3%. Mercury Division climbed from 3.3% to 5.3%. Lincoln dipped from .6% to .5%. . . . Meanwhile, Ford's share of total trucks went up from 21.1% to 30.0%.

Special Products' primary target is Buick, which for years has been prov-

ing the potentials of the middle and upper-middle price market by consistently selling more units than any other makes except Chevrolet and Ford.

Krafve doesn't say when the "E" will finally emerge. But you may be sure that its gestation period — from a gleam in the Executive Committee's eye, back in 1948, to gleaming new models in showrooms—will be at least nine years.

Dick and I had a little talk about the reproductive habits of pachyderms. "Our gestation may last longer than an elephant's," says he. "But we expect the 'E' to live longer than an elephant, too." (Note: An elephant takes 21 to 22 months to deliver. Contrary to prevailing impression, the average life span of an elephant is only 60 years.)

In September the present Special Products group of 400 will vacate the "Pentagon," to become the fast-growing nucleus of a permanent Ford company division, which will bear the car's permanent name.

"E" stands for *experimental*. But many think it means *Edsel*. . . . From 18,000 suggested names, 400 were seriously considered by David Wallace, manager of the division's marketing research and a team from its Product Planning Group. The 400 were culled down to five. The name has now been chosen, but the SP people aren't ready to reveal it.

Not long ago Special Products' "Pentagon" was the Henry Ford

Trade School for mechanics, and all but lost in wheat fields. But the steam shovels digging away on multi-million dollar construction projects in the Dearborn heart of Ford's empire have uprooted agriculture. The "Pentagon" stands shoddy gray in contrast, for example, with the tall new Central Staff building, risen shiny-green in glass and metal from the plain, a half mile away at No. 1 The American Road.

My first cab driver dropped me by mistake at Central Staff. From there I walked over and into an unguarded rear door of the "Pentagon," and down its quarter-mile length. My eyes met all sorts of secrets in blueprint and otherwise, which I did not understand, but for which, I'm sure, General Motors would have given plenty.

Secrecy to Continue

The "E" Division may be formalized next month. But this event will not yet make headlines. Dick Krafve and C. Gayle Warnock, public relations manager of the present Special Products Division, will remain modest and mum about their interesting condition for some six weeks more. And for months after that they will venture only occasional intimations of blessed possibilities.

But by now Krafve and his people have put together a pile of evidence to prove what the new division will

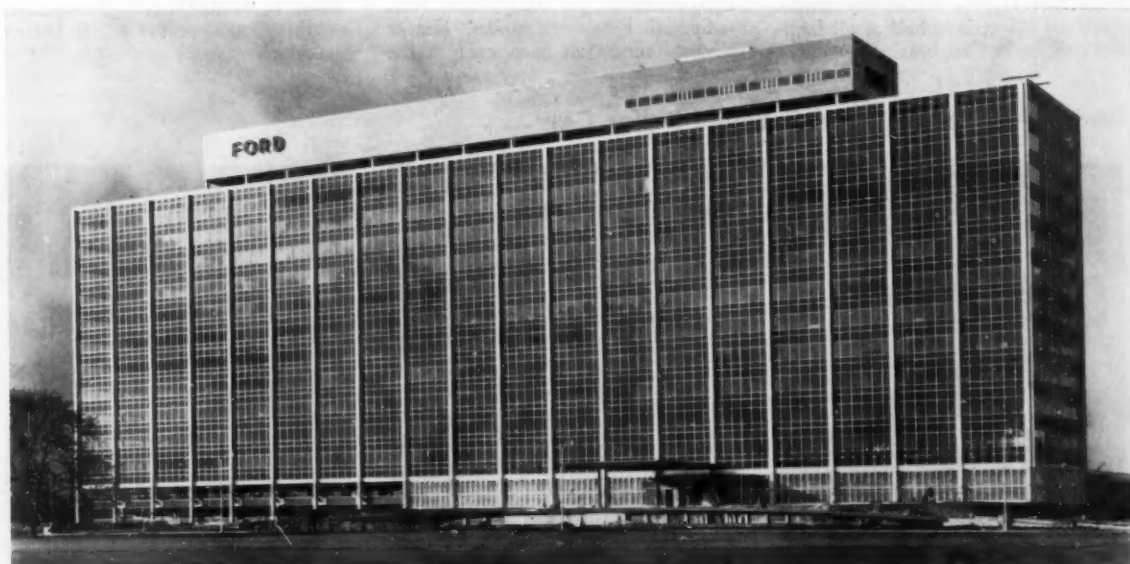
do and how far it may go. They have started to move in high gear.

This is a preliminary story. Much that I learned is still off-the-record, and much more I've still to learn. But here at least is an outline of problems, procedures and potentials in a *record organizing-for-marketing job*, and of the men who intend to meet them.

Ford's board of directors gave the go-ahead on the "E" in April 1955, and then appointed Krafve as its general manager. One year later Krafve made his first public address in that capacity, before the Portland Chamber of Commerce.

Portland was chosen because of its distance from Detroit—and therefore, perhaps, from all the implications which the veteran automotive scribes might "read" into the talk. The wire services picked it up briefly, and played it straight. Portland businessmen and newspapers were pleased to learn from Krafve that "we are considering Portland as the location for our (district) sales headquarters for the great Northwest area."

The new line of cars got brief mention last winter in the company's first stock-offering prospectus. In their annual report for 1955, issued March 5, Chairman Ernest R. Breech and President Henry Ford II said merely that "among the more important steps taken (during the year) were the establishment of separate operating divisions for the Lincoln and Mercury car lines and the organization of a Special Products Division."



NUMBER 1, THE AMERICAN ROAD: From this new address, effective next month, the Central Staff of Ford Motor Co. can look down on Special Products Division's

"Poor Man's Pentagon," a half mile away, where a quarter-billion-dollar baby soon will be born. Shortly afterward, the division will move into permanent headquarters.

"Special Products" could mean almost everything. The "E" people have had to deny reports that they are working on an electric icebox and a \$1,500 car!

Although Krafve tells SALES MANAGEMENT that he said nothing in Portland that had not already been said, he cleared the air — and he was even a bit specific about products and prospects.

His next talk is now scheduled before the American Finance Conference in New York on Thursday, November 8. This date, two days after Election Day, was not chosen, he emphasizes, because Ford's hierarchy hopes to launch their new barque on a flood of GOPtimism. (The "E" won't stand for *Eisenhower!*)

The delay stems partly from the fact that Ford does not want whatever news Krafve may reveal to compete with pre-election news.

Meanwhile, the press and broadcasters have been curiously compliant and quiescent. Only one writer has dreamt up a piece, for a motor magazine, on alleged features of the car (which Warnock neither confirms nor denies).

The new line of cars, Krafve points out, "evolved from a series of studies we made of the national economy and automobile markets." He cites a Congressional committee's prediction of a \$535 billion gross national product by 1965 — or a 50% increase in a decade — and a national population by then of 190 million. Also: "During the past five years families with \$5,000-a-year or more have increased from 23% to 39% of our population. . . . By 1965 at least half of all families will be in that bracket."

The division's own studies reveal that, while only 6% of under-\$5,000 families buy a new car every year, the proportion rises to 20% in the \$5,000-and-up bracket. And the latter group "spends about twice as much for cars." Of eight million cars produced last year, five million were in the "medium-price field."

While Special Products will cultivate the whole "car-buying public," considered to be between 20 and 64 years old, Dick Krafve suggests the type of car the "E" will be when he says that SP will aim particularly at the 20-24 age group — "the young people buying their first cars. . . . Within the next few years our crop of war babies will begin to enter it. By 1975 this age group will increase from 10.8 million to 17.3 million."

Last year's record car sales did not mean that the customers were "borrowing from tomorrow." Instead, it meant that "we are at last beginning to get car ownership levels more consistent with the size of our population and its buying power."

Krafve admits to "formidable historical odds" against any new car: "Of 2,726 makes of cars introduced in the U. S. since the invention of the automobile, only 18 still are being produced today." But he believes that Ford knows how to make a go of it. He cites the "steady growth in public acceptance" of the Mercury, introduced in 1936, and the recent "success of the Continental Mark II." (His associates emphasize the ploughed-back \$3,750,000,000, and especially Ford's expanding "pool of qualified manpower.")

Special Products' studies, Krafve shows, found "an open area in the

medium-price segment of the market which the right kind of car can fill." (The "E" people have called Buick "solid and conservative.") The "E" would enable a family "graduating" from a lower-price car to say, in effect: "Look, we've arrived. We can afford a better car . . . a car with individuality."

The car will not be revolutionary. It won't have, says Krafve, "a gas turbine or atomic engine." (But reports say that the models now being tested in other Ford bodies on the highways across the country are "the most powerful stock cars on the road today" — or more than 300 horsepower.) Krafve merely points out that "there's nothing on the road today that can match them in performance, nor in beauty of styling." Various new features will make "driving and riding easier and more pleasant": The "E" will be "the epitome of the push-button era."

Decided months ago were such basic factors as weight, dimensions, styling, performance characteristics, number and type of special features, cost of materials, and specific ranges in which the six models (including a station wagon and hard top) will sell. By August 1955 styling, volume objectives and basic prices had been determined. But specific factory-suggested prices will not be set until the day the line is announced.

Krafve emphasizes that the "E" will be produced and sold "in quantity."

Five percent of last year's eight million industry passenger-car total would be 400,000 units. Five percent of this year's probable 5.6 million would come to 280,000 units. At an

Daddies of Ford's Quarter-Billion Dollar Car . . .



Richard E. Krafve
General Manager



J. C. (Larry) Doyle
Gen. Sales and Mktg. Mgr.



Robert F. G. Copeland
Asst. General Sales Mgr.

average factory price of \$2,400 (before the dealers' 25% markup) the "E" Division's first-year sales volume in cars alone (not including accessories and equipment) would range between \$672 and \$960 million.

The building of the dealer organization is expected to get under way this winter. "Each dealership (estimated initial total of 1,400) will be a brand new business venture," Krafve explains, "in which the owner has invested from \$25,000 to \$500,000. The average investment for each dealer will be between \$75,000 and \$125,000. On this he will do an average volume between \$1.5 and \$2 million."

Thus the original nationwide dealer group would produce a combined annual volume — in new and used cars, parts, service, etc. — between \$2.1 and \$2.8 billion. If only half of this derives from new cars (and dealers will sell only new "E" cars) their annual aggregate in "E" comes to \$1 to \$1.4 billion. On this basis the factory volume in cars alone would total between \$800 million and \$1.1 billion.

The division intends to get, and develop, strong dealers . . .

But the strength of Ford's newest line must start in, and stem out from, the men in the "Pentagon." It must start with Richard E. Krafve and 45 other names on a fast-evolving organization chart of Special Products Division.

Now 48 years old, Krafve has had wide experience in engineering, management, manufacturing and, to some extent, marketing. Prior to his present post he was assistant general manager of the then-combined Lincoln-Mercury Division. Before that he

was director of Ford's Office of Defense Products. His start with Ford was as assistant to the v-p — purchasing. Then in a similar spot with the v-p-manufacturing, he helped to expand and decentralize all the company's plants. He also made a study to step up Ford's steel production.

Born in Minneapolis, Dick Krafve attended University of Minnesota. As a business management consultant he widened and applied his knowledge to all major corporate functions. He was with the Armed Service Forces in World War II, and then with SHAEF in Germany as an economics consultant to the Military Government.

Directly under Krafve, on a staff level on Special Products' chart, are J. Emmet Judge, merchandising and product planning manager, and C. Gayle Warnock, p.r. manager.

Warnock formerly was in charge of Ford's p.r. office in Chicago. Judge — who had held the same merchandising-product planning post with Lincoln-Mercury — personally directs departments of car planning, timing and design analysis. Under him M. H. Lieblich is in charge of price planning, market research and programming. The whole unit's big job is to guesstimate the market, get the car to fit it, and have the car available across the country in the right quantity, at the right time — and price.

Operating managers — who with Krafve, Judge and Warnock comprise the division's Operating Committee — are:

J. C. (Larry) Doyle, 56, general sales and marketing manager; J. Richard Hallock, 40, general purchasing manager; Robert L. Collins, 36, manufacturing manager; John F.

Cooney, 44, industrial relations manager; Neil H. Blume, 48, in charge of engineering; Roy A. Brown, Jr., 40, chief stylist for the division; and J. B. Lackey, 43, division controller.

Average age of these fair-haired boys of the Ford empire is about 42. Larry Doyle is the senior among them, both in years and in experience with Ford.

Doyle's Ford career began 40 years ago as an office boy in the Kansas City district sales office. He moved up through assistant district sales manager and then dsm in several parts of the country to become Ford Division's central regional sales manager in Detroit and, in 1952, sales and advertising manager of the entire company. He was named to his present post in May 1955. He is a former president of Detroit Sales Executives Club and a former chairman of the board of National Sales Executives, Inc.

Robert F. G. Copeland has been named assistant gsm, in charge of advertising, sales promotion and training. A former newspaperman Bob Copeland in 1935 became Detroit manager of Kudner Agency and then held a similar job with Batten, Barton, Durstine & Osborn. Later he was named director of product advertising and sales promotion for Ford Motor Co. With Special Products the "training" part of his work covers both the "E" car's own field people and dealers' personnel.

John F. Connors, Jr., until recently New York regional sales manager of Ford Division, is now special assistant to Doyle.

Assistant gsms for planning and analysis and field operations, have not been announced.

Two recent appointees under Copeland are Eldon E. Fox, advertising manager, and William H. Huber, sales promotion manager. Fox formerly directed advertising for Minneapolis-Honeywell Regulator Co., Minneapolis, and Huber served as assistant district sales manager of Mercury Division in Oakland.

Directly under Doyle, W. H. Mitchell manages sales administration.

For some months managers have been busy on such functions as dealer planning (H. A. Preis), sales planning and analysis (H. G. Baker), and for dealer development: business management (M. R. Fuller), parts and accessories (L. C. Mecklenburg), and service planning (H. N. Johnson).

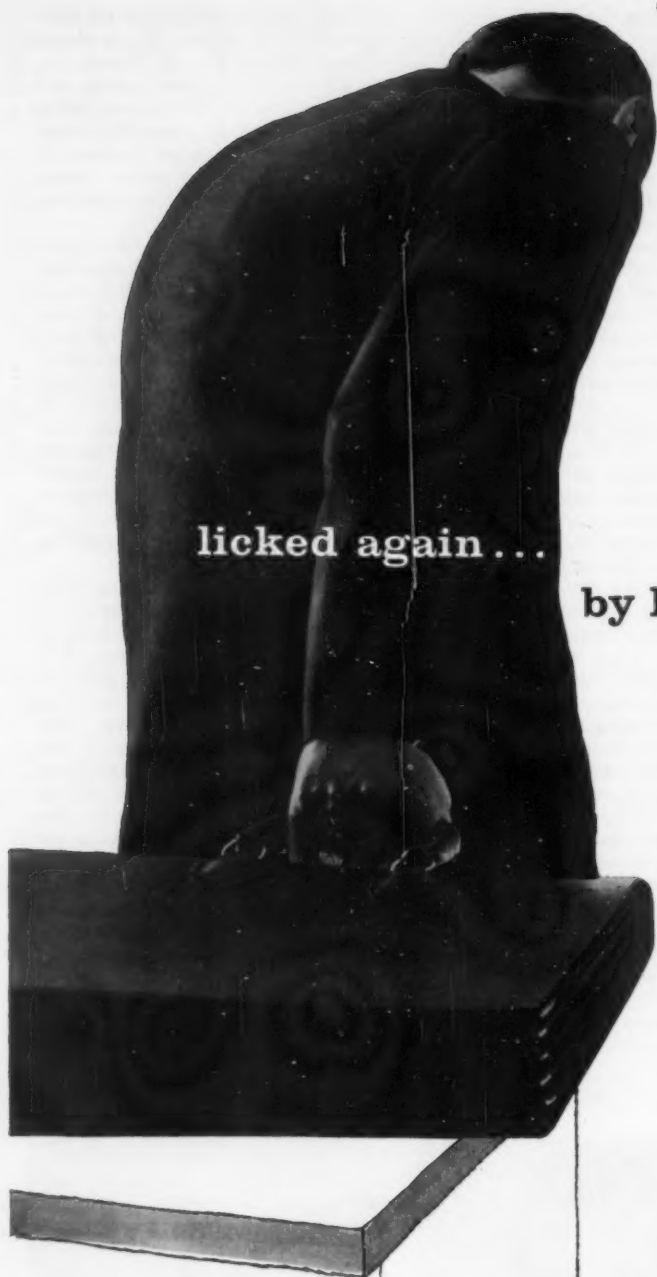
Still to be announced are the men to direct car distribution, sales research (separate from marketing research, under David Wallace), dealer



William H. Huber
Sales Promotion Mgr.



Eldon E. Fox
Advertising Mgr.



licked again...

by his own
home office!

It has been thoroughly proved that the industrial salesman's chances of getting an order are 317% better when he's been *invited* to call by a prospect who has already studied his catalog.

Does your home-office effort to back up your sales force include a specific plan for getting your catalog used whenever a prospect is deciding whose salesmen to call in? Do you know how well it works? If not, you may be letting competition beat your men to the order more often than you can ever know.

The checklist in the adjoining column will help you gauge the true effectiveness of your catalog in its most *important* role: as the best possible means of getting more invitations for *your* salesmen to call.



Sweet's Catalog Service

a division of F. W. Dodge Corporation

119 West 40th Street, New York 18, N. Y.

How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?

yes ☐ no ☐

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?

yes ☐ no ☐

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?

yes ☐ no ☐

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?

yes ☐ no ☐

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

5. Are you sure that all of your important customers and prospects have your current catalog?

yes ☐ no ☐

(Sweet's distributes new Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?

yes ☐ no ☐

(Sweet's has been designing and producing market-specialized, action-evoking catalogs for fifty years...has had notable success in doing so...designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution...results in more orders for you at the lowest possible cost.



placement, and training.

Thorough indoctrination of regional managers is now going forward in the "Pentagon." After them would come assistant district managers, and then the specialists in each district who will work with dealers, respectively, on business management, new car sales, used car sales, parts and accessories, service and sales promotion-advertising.

By January 1 all the regions and districts would be operating—manned by a total 150 dealer recruiters and developers.

The initial dealer group would be about as large as the 1,400 of Nash, and much smaller than Buick's nearly 4,000. One major reason why Ford Motor Company's passenger-car volume is only about half of General Motors' may be that its total dealer group is only half as large—9,000 as against 17,500.

But Larry Doyle emphasizes that *quality counts too!* "We intend to have a wide-awake, aggressive dealer organization. The introduction of the new car will cause the establishment of hundreds of new and substantial business enterprises." These would be recruited from:

Who Qualifies?

1. Present automobile dealers;
2. Successful merchants of other types of products;
3. Key employees of present automobile dealers — general managers, sales managers, etc.;
4. Sons and relatives of such dealers; and
5. Present used car dealers.

In return on net worth Ford's dealers show up better than many other groups of merchants. For 1954 some "standings" were:

- Ford Motor Co. dealers, 12%;
- Independent grocery and meat stores, 12%;
- General Motors dealers, 9%;
- Shoe merchants, 7%;
- Men's and boys' clothes, 6%;
- Hardware, 6%;
- Lumber and building materials, 6%;
- Department stores, 6%;
- Men's furnishings, 4%;
- Furniture stores, 3%.

Last March 26 Special Products' Business Management Department issued a little folder titled "In a Nutshell... This Is the Dealer Opportunity in Special Products." Tables estimate net return on investment from annual sales of 50, 100, 300, 500 and 800 cars.

A dealer with a 50-car annual potential would put \$14,800 into the business, and expect to gain, before income taxes, \$4,900, or a net return

of 33.3% on his investment. Adding a \$5,400 annual salary to his profit, his total income would be \$10,300, or a net return on investment of 69%.

At the other extreme, a dealer with an 800-car potential would invest \$156,000 and get a before-income-tax profit of \$52,000—also 33.3%. Adding his annual salary (\$18,000), this man's total income would be \$70,000, or 45% on his investment.

If 300 cars a year could be called an average dealer's volume, it would mean the total sale of 420,000 "E" cars annually.

First-year advertising expenditures, including factory and dealer cooperative, would total \$14 million. From 24 agencies who pitched for the account, Foote, Cone & Belding was chosen by a committee composed of Krafve, Doyle, Copeland, Warnock, Ben R. Donaldson, director of Ford's institutional advertising, and Duane Freese, of the company's legal staff.

Selling Ability Counts

One key question was: What have you done to get stuff *sold*? Automotive experience was secondary to selling ability.

FC&B also was picked, among other reasons, because it still had many people who had worked on GM's Frigidaire account, recently lost to Kudner Agency. FC&B operates several offices across the country, and is opening others, including one in Detroit. A separate group will work on the "E" account.

But of course all these large hopes will be shaped by economic "realities."

Layoffs and shutdowns by motor-makers last spring led the Government to declare Detroit a "critical area." Ford's sales have slumped more than GM's. And in the recent general decline of the stock market last winter's bonanza of first-ever-offered Ford shares has boomeranged. Many who bought at the original 65 wondered whether they should hold on when the stock dropped to 54. It is now 59.

Conditions in "Detroit," however, are not very black. The nation's stocks of unsold new cars, which a few weeks ago stood at 900,000, have since been reduced at a 100,000 a month rate. And actual new car sales are picking up again.

Dick Krafve is convinced that *confidence runs high*. "Detroit tool-makers," he tells SALES MANAGEMENT, "now are on a 60-hour week. You can't hire toolmakers, nor time in toolshops, nor engineers, for love or money. . . . Around here a lot of men are working like hell — on tomorrow."

The End



How to Think about a Brand Name For a New Product

Brand names that are pat . . . that are rememberable . . . that carry the right connotation . . . that are protectable, are hard indeed to come by. These rules may limit your choice, but they also may open new avenues of creative thought to a name that has just the proper "sales-flip."

BY JAMES M. VICARY

It would seem that everybody, from the chairman of the board to the delivery boy, thinks he can select a good name for a new product, or at least recognize a good name when he sees one. Because there are a lot of people in our business families, naming the new baby can develop into quite a confusion. Specific suggestions pour in from all sides when it becomes known that a new name is needed. Many of these names can be set aside almost immediately for rather obvious reasons: they may already be in use or they may not be legally protectable.

Even with these terms eliminated, the lists are still long, and getting

down to the several candidates with greatest potential marketing appeal is a difficult chore. It is inevitable that in the gleaning process a number of "rules for naming a new product" are introduced or cited. In counseling on many such projects over a period of years and conducting objective marketing surveys on naming problems I have heard dozens of rules proclaimed. Viewed in their proper perspective, I am convinced of the usefulness of these rules in generating possible names and in winnowing out the five or six candidates for a consumer test.

Quite obviously all these rules do

not apply to any one product; in fact many are contradictory. Their value lies not in providing final answers, but in furnishing a stimulant and perhaps a corrective to thinking. Here are 59 rules which I have heard at one time or another. Other rules may occur to the reader—probably will!—but the person with a naming problem on his hands who has considered all these criteria can feel he has taken a major step toward his ultimate objective—the selection of the *one best* name for his product.

Connotations

Your name should have the proper connotations and associations in the customer's mind. (GLEAM TOOTH-PASTE)

Get a name which suggests prestige and self-enhancement for the consumer. (VOGUE MAGAZINE)

A name should connote the intrinsic quality of the product itself or impart status to the customer. (ADMIRATION CIGARS)

Your name should be suggestive—arouse interest. (MY SIN PERFUME)

Avoid names which appear in some

*there's got to be
a best way
to tell your
product story
in ads*

DO YOU KNOW WHAT IT IS?

You've probably preached "user benefits" to your sales force until you could make a good case for this basic sales approach in your sleep.

You've probably heard or assumed that this same principle applies to advertising.

Well, it does.

But with this difference. When your salesman calls on a prospect he is able to select any element of your product story as a starter; to select the most suitable of his many sales points as he feels his way through the interview.

Your ads, of course, cannot "feel their way" and adjust to readers' reactions. That's why it's so important to find out, in advance, the one *best* way to tell your product story—the way that has the greatest appeal to *most* of your prospects in each of your markets.

Today there is a way to sharpen the common denominators of your best sales story as it applies to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get your potential customers to talk about things they normally wouldn't tell your salesmen. It helps you crystallize the conditions to be met in each field; reduces the guesswork that hampers advertising effectiveness; leads inevitably to the *best* way to tell your product story.

THE SCHUYLER HOPPER COMPANY | advertising

12 East 41st Street, New York 17, N. Y.

form of slang, prison language or blasphemy in English or any foreign language. (Heresay has it that one manufacturer nearly named his product DRECK.)

Be careful about any overtones in a name which may be highly feminine or masculine, since the name should fit the character of the product. Suffixes -la, -na, -ine and -ette can create feminine associations in a name. (CATALINA SWIM SUITS, OVAL-TINE)

Avoid a name which has too specific a seasonal connotation if there is likelihood that the product may eventually be sold or used year round. For example, "Air Conditioning" is now developing out of what we formerly called the "Air Cooling" industry.

Avoid overemphasis of one feature of the product. Curiously, what we call "Bitters" are meant to be used to smooth out the taste of a drink. It is in their original medicinal use that the source of "Bitter" from bitter roots has a correct connotation.

A name should not be so stable in its connotations that the connotations cannot be changed eventually if it becomes necessary. (HOTPOINT, which was originally a name for kitchen ranges, is now a brand name for refrigerators!)

The Selling Idea

A name should incorporate a selling idea and have a maximum advertising value. (BUG BLASTER INSECTICIDE)

A name can suggest what the product or service will do or what it is for. For example, BLAZE-PRUF, a flameproofers.

A good name attempts to sum up the basic copy message. In this case the brand name is usually an action word which says the product DUZ so-and-so or is E.Z.

Universal acceptance and quality can be obtained by such brands as AMERICAN BEAUTY, A-1, PREMIER, HYGRADE and perhaps ACME.

Consider the mood people are likely to be in when they reach for your product at the counter. If it is an impulsive, pleasure-of-the-moment item that sounds like fun, you might end up with some name like, CHUCKLE, SNICKERS, or CRACKER JACK.

Family of Products

A family name for a line of similar products increases the immediate acceptance of a new member of the family. The switch to a new brand is made easier for the consumer by

a familiar sounding family name. (GENERAL ELECTRIC, PET-RITZ FROZEN PIES)

A family name for different products gives the impression of wide acceptance and guaranteed quality. (You can be sure if it is WESTINGHOUSE.)

Each sale and each advertisement benefits the whole line and is especially economical. Contrariwise, any product failure hurts all the other members of the family. (CHRYSLER CORP. or GENERAL MOTORS products are sometimes judged on one or two successful or unsuccessful purchases.)

Family names should be avoided, however, when the chief advantage of the new product is its newness or uniqueness. (UNIVAC, a REMINGTON RAND, DIVISION OF SPERRY RAND CORP. product.)

Personal Names

A name should be human and personal to achieve popular appeal. One way of obtaining this is to use a personal name for a product. (MRS. WAGNER'S PIES)

A personal name on a product can be more distinctive in a field where impersonal names predominate. Example, FORD.

Do not use a personal name if it is difficult to remember, spell or pronounce. (MANISCHEWITZ WINE)

Coined Names

Coined names can be distinctive

in the market place and a selling plus. (GLAMORENE)

Coined names can be relatively easier to protect legally than words found in the common language. (KLEENEX vs. a branded tissue)

However, coined names will have little value, if they are hard to use or remember, or if their use denotes nothing and connotes less. (3-X, CHEWING GUM, SYLMER, a finish for fabric)

Avoid names that have a propensity for contraction into nicknames or coined expressions which are hard to protect, like COCA-COLA's contraction to COKE.

Geography

A name should avoid geographical names because they can be limiting, and perhaps misinterpreted as a local product with local service facilities. (LEE CONSHOHOCKEN TIRES)

For mass acceptance avoid any hint of a foreign origin in the product. (IGNACIO HAYA CIGARS, GRIESDICH BEER)

It is risky to combine syllables whose origins are from very different linguistic sources such as mixing Latin and Russian roots. Most of the words we have borrowed from other languages have entered our own vocabulary directly with relatively minor adaptations of roots. (In "automobile" the first part, "auto," comes from Greek and "mobile" comes from Latin, which may ex-



SPOTTED by one of Vanity Fair's "spotters," the owner of this car—because of the box of Vanity Fair facial tissues on the rear window ledge—is eligible to win a month's supply of household paper products. It's all part of the firm's promotion which has caught on so well in New England that literally thousands of cars on the highway keep a pink and blue striped Vanity Fair box on the back shelf in hopes of being spotted and perhaps becoming one of the 50 weekly winners.

The Saturday Evening POST increases circulation rate base another 200,000

INCREASE IN PAST 4 YEARS TOTALS MORE THAN 1,000,000 COPIES

PERIOD	CIRCULATION RATE BASE	AVERAGE DELIVERED CIRCULATION
April 1952 to April 1953	3,800,000	4,304,440
April 1953 to November 1953	4,000,000	4,503,915
November 1953 to November 1954	4,200,000	4,566,737
November 1954 to January 1956	4,450,000	4,696,323
January 1956 to December 1956	4,650,000	4,850,000
January 1957 to June 1957	4,850,000	5,000,000

PUBLISHERS' ESTIMATE FIRST SIX MONTHS

ANTICIPATED

Look at the chart above and notice the growth of The Saturday Evening Post in the past four years. Its circulation rate base at the beginning of 1953 was 3,800,000. The new rate card issued this week (effective January 5, 1957) shows a circulation rate base of 4,850,000 copies. That's an increase of 200,000 over the present rate base and an increase of more than a million copies in the past four years. The average bonus to advertisers has never been less than 150,000, and last year several issues had a net paid circulation of over 5,000,000 copies.

America reads the Post. People spend more time with it. And its commanding leadership on the newsstand (see chart at right) is a clear indication of its natural strength, week after week. Recognizing these facts, advertisers have put more advertising dollars in the POST this year than ever before in its history.

America reads the Post



plain the contraction "auto" which is very common.)

Choose a name which is suitable for export of the product even though its first markets may be domestic. You may want to sell abroad and find your name limiting or even offensive. (PARKER PEN)

However, when it is widely known that only the highest quality of a product is produced in a specific geographical area, use of a geographical name may be indicated. Example: CASHMERE, for woollens.

Generalize the Meaning

Try to get a neutral name which has no encumbering connotations related to the present product. Over the years the product may undergo changes and any original connotations may be hard to change. For example, the mainline of the ATCHISON, TOPEKA & SANTA FE does not go through any of those towns.

A name should be as ageless as possible. (ROCK OF THE AGES, PYRAMID)

Generalize the name so that any companion products or future expansion on your line of goods will easily fit into the previous promotional efforts. (GENERAL ELECTRIC, KELLOGG or POST CEREALS)

Don't worry about the peculiar connotations a new name has at the outset; new connotations can be built for the product as they are needed. The name itself is not so important as what you do with the product. As a philosopher said centuries ago, "The pyramids themselves, dotting with age, have forgotten the names of their founders!"

Get a name which will fit into all the usual contexts in which it will appear, as in print and broadcast ads, publicity, on packages, product labels, shipping crates and shelves. (JOY, CRAX, SPAM)

If the new product may become your major item in the future, try for a name which eventually might be used in the corporate name or become a family name for a line of products. (MORIL OIL)

Distinctiveness

A name should be distinctive and imaginative, but at the same time not freakish. (AIR-WICK, SONOTONE)

Avoid names which are too similar to competing brands or products. Sometimes names may be confused with very different products or services which have unfavorable overtones. (LADIES' HOME JOURNAL vs. WOMAN'S HOME COMPANION in which Ladies' and Woman's tend to be confused.)

A new product name should be self-contained and self-evident. It should not need much explaining. (SURE-JEL, RY-KRISP)

The name should be easy to understand and not technical. (CELLOPHANE, NYLON)

Don't use a name that has no obvious meaning or connotations for the general public. (KREML, DRENE)

A name should denote the nature of the product it stands for. (SHELVADOR REFRIGERATORS, BROIL-QUICK)

Particularize the name of your product to insure its identity with your full line of products. Example, the change of name from DIXIE-VORTEX CO. to DIXIE CUP CO.

Avoid a name which is too narrow and stable in its evident meaning, since conditions may change. A good example is the AMERICAN MACHINE & FOUNDRY CO., that no longer owns any foundries.

Highly specific, stable generic-type names, nonetheless, have a distinctiveness that requires very little build-up in people's minds and which vigorous competition cannot destroy. (KODAK)

Avoid names which might become generic, since this type of name is hard to protect legally. Example, FRIGIDAIRE.

Length

A name should be brief, the shorter the better. (VEL, ARGUS, KENT)

Avoid a name which is too long to put in large lettering in your ads, posters and packages. (ZERO-PAK LOW TEMPS, VAN CAMP'S TENDERON, TAILORED TRED FRENCH MODERNS)

Simplify an unwieldy name, especially if its connotations no longer refer to important features or characteristics of a product which has been changed enough over the years to qualify as a "new product."

Longer names are easier to remember and less likely to be confused with other brands or products. (KNICKERBOCKER BEER, LAUNDROMAT)

Visual Characteristics

A name should be a dramatic symbol which can be visualized. (GLO COAT, CHAP STICK, RED CROWN)

Your name should have a rebus quality to it like SHELL MOTOR OIL. The name and trademark should have a close fit.

A name should have a balanced appearance in type to get the maximum display value. (HI-LO, NOB HILL)

Avoid names which require special inflection marks, umlauts, etc. Besides having a foreign overtone or no

meaning to the average customer, these special marks are not on most typewriters or in many type fonts. Avoid a name which requires any special treatment, like capitalization, since omissions of this special treatment are bound to occur and reduce identity. Example, AMELIA EARHART LUGGAGE, HARZFELD'S, PROM-ETTES, ARPEGE.

Pronunciation

Your name should be easy for people in all sections of the country to pronounce.

People of foreign origin may have some difficulty with names which use the letters "j," "q," "w," and "v." (JIMMY JUNIORS, VACULATOR)

Avoid a name which is susceptible to more than one standard pronunciation. Example, DIVERSOL, SUNOCO.

Alliteration or a play on words sometimes has an attention-compelling quality which also aids in accomplishing a standardized pronunciation. (RON RICARDO RUM, A.A.A.)

Auditory Characteristics

A name should be readily identifiable to the unaided ear. (REGAL BEER)

Avoid a name which cannot be recognized easily over a microphone. This is especially important if you intend to use radio or television advertising, or if your brand name will be used commonly on the telephone. (PLEASANTAIR, ORAMINT, DYANSHINE)

Your name should have a pleasant sound either because of its common usage in the language such as CHEER or JOY, or because of its technical construction. A heavy proportion of vowels to consonants usually makes a nicer sounding name. (DOREEN DEY, MELLO-GLO, CARUSO)

The reader who has read this far will undoubtedly have several bones to pick with the author. It's the nature of the subject! An invitation is extended to the reader to add to this list of rules from his own experience and to suggest more pertinent and spicy examples, which surely abound in this field.

The point is that naming rules will help you to build a long list of names to consider, and later help you to reduce that list to some workable size for a final selection. It will come as no surprise in this era of great growth of new products and scientific marketing that companies are more and more turning to consumer surveys to help select the one name that is best for their product.

The End

Ship fast

FASTER ON THE GROUND—United uses special equipment to handle your shipment swiftly, deftly!

FASTER IN THE AIR—United's "Big Lift" DC-6As with weather-mapping radar trim hours off coast-to-coast air time!

Ship sure

YOUR SHIPMENT can be preloaded on recessed-wheel aluminum pallets for protection and speed in handling!

CABIN TEMPERATURES in DC-6As are carefully controlled to suit your shipment—range from 40 to 70 degrees!

Ship United

RESERVED AIR FREIGHT guarantees you space dependability on all Cargoliners—and Mainliners!

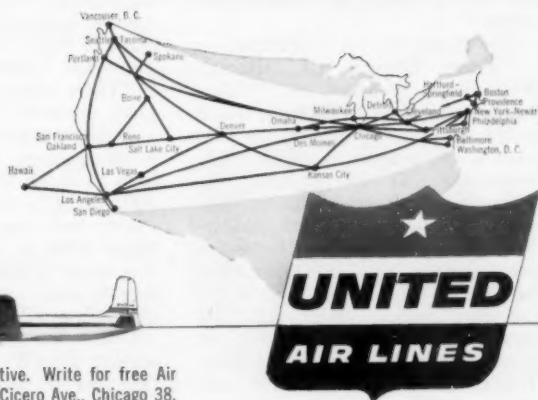
AIR FREIGHT SHIPMENT with passenger-plane speed and dependability—that's United's offer to you!



Examples of United's low Air Freight rates per 100 pounds*

CHICAGO to CLEVELAND	\$4.78
NEW YORK to DETROIT	\$5.90
DENVER to OMAHA	\$6.42
SEATTLE to LOS ANGELES	\$9.80
PHILADELPHIA to PORTLAND	\$24.15
SAN FRANCISCO to BOSTON	\$27.00

*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.



For service or information, call the nearest United Air Lines Representative. Write for free Air Freight booklet, Cargo Sales Division, Dept. B-8, United Air Lines, 5959 S. Cicero Ave., Chicago 38.



BANKER: Charles W. Stacey, (above) manager of Ekotape sales for Webster, acted as depositor during the contest. "Piggy banks" are labeled with salesmen's names. Men earned something on every machine sold.



WINNER: Dick Hyde, (right) Hyde Sales Co., Denver, won top prize of \$500, found an additional \$627.50 in his bank when he broke it at the home office after the contest wind-up.

Low Budget Contest Hauls in 11% Sales Increase for Ekotape

The idea: A "piggy bank" for each salesman at home base. Into it went a cash bonus for each machine sold, with the amount increasing as the men worked toward quota. Man who came out the tail-ender got a jar of pickled pigs' feet.

Can you get any worth-while results from a modest *little-money* sales contest?

The answer is "yes." Witness:

Webster Electric Co., Racine, Wis., has completed a "Bonus Buster" campaign for Ekotape which hauled in an 11% increase in sales over the similar three months of 1955. Investment: less than \$1,500.

Charles W. Stacey, manager, Ekotape sales; and Wright Dent, advertising manager, got their heads together last winter and decided that the time was ripe for another of the company's unusual, low-budget sales contests. The 16 territories were to participate with a total of 55 men, all with the goal of selling the most Ekotapes. (This is a magnetic-tape,

high-fidelity recorder-reproducer serving the home market, offices, churches, schools, music studios, hospitals, industrial and commercial establishments and broadcasting stations).

"There was a need for promotion," Dent observes. "Tape recorders are a highly competitive product—there is no absolute, dire need for them. Stop to think that there were only 300,000 units sold in the entire industry last year. So we needed a bigger share of the market, and the way to get it was to induce the salesmen to make more calls and to help the dealers sell."

One other consideration: In this market there is not a wide margin of profit so the company could not afford to give trips to Paris or award

Cadillacs. David J. Munroe, president of Webster; Stacey, and Dent decided to allocate \$1,300 for cash prizes and to spend \$18 for piggy banks, which were to be the symbol throughout the contest.

Each territory was given its quota, broken down into a so-many-units-per-day basis, not by the year or dollar volume, or in any one of the several price brackets of Ekotape recorders.

In the kickoff letter, headed "Money Talks in the Ekotape Bonus Buster Program," the salesmen were told of their quota per day and the total units to be sold during the 64 working days of the contest. This total was divided into three parts. The men received 50 cents per machine for the first third of their quota when sold; \$1 for the second third, and when the quota was completed, \$1.50 per recorder for the balance.

To the top three performers exceeding their quota by the greatest amount at the end of the contest "will be awarded a grand prize of \$500; second place \$250 and third



Are you partial to parents?

Most advertisers are—because parents are multiple purchasers, for years on end. If you do business in New York, you'll be pleased to know that parents are partial to The News ... which has some 2,370,000 readers in households with children under 15 years ... far more than any other New York City newspaper. The News also has more families with more children, over-\$10,000 incomes, college alumni, home owners, buyers of new cars, and everything else.

If you'd like to know who's who in the Customer Register ... save wondering, worry, time, advertising money and lost sales ... by all means look over the Profile—the most comprehensive and authoritative study of newspaper readers ever available. It's based on 10,345 personal interviews in New York City and suburbs, made by W. R. Simmons & Associates Research, Inc. ... cost us more than \$150,000, and may save as much for you. Ask your advertising agency, or any New York News office, to show you—

“Profile of the Millions”

THE NEWS, New York's Picture Newspaper ... with more than twice the circulation, daily and Sunday, of any other newspaper in America ...

220 East 42nd St., New York City ... Tribune Tower, Chicago ...

155 Montgomery St., San Francisco ... 3460 Wilshire Blvd., Los Angeles

Readers in households with children

News	2,370,000
Mirror	980,000
Times	490,000
Herald Tribune	300,000
Journal American	690,000
Post	460,000
World Telegram & Sun	470,000

Source: “Profile of the Millions”

Copyright 1955 by News Syndicate Co., Inc.



Webster's Ekotape

Webster Electric Co. was founded in 1909 in Tiffin, O., and moved to Racine, Wis., in 1913. Its president since May is David J. Munroe, who joined the company as an engineer and came up through the ranks to the presidency.

The company manufactures five basic lines in three divisions: The Industrial Division turns out ignition transformers, fuel units for oil heating systems, hydraulic pumps and control valves; the Sound Division makes Teletalk intercom and paging systems, Ekotape magnetic tape recorders and reproducers, amplifiers, public address systems and many other items relating to sound.

Net sales in 1955 amounted to \$10,105,846, for a total dollar volume increase of 15% over 1954.

place \$100. We thought it would be interesting for you to keep your own score, so we are sending along a special calendar with your daily quota of machines indicated. Every Monday morning you will receive a report on your previous week's sales so that you can bring your calendar up to date."

Back at the office, Webster Electric had "a great big piggy bank for each rep and every time you sell a machine we will plunk in your winnings, to be paid off at the end of the program."

A "pig sheet" showing standings was mailed once each week (see illustration).

The third mailing consisted of a Gold Rush-type sheet, sent at the end of six weeks. It carried the message that the first plateau had been reached, and listed the winners, "Dick Hyde, Sam Shaw and Dave Robinson. Dick Hyde will be living high on the hog for a few days. Since he was first to hit 'pay dirt,' we're sending him a juicy ham. 'We also have a booby prize for this period—low man will get a large jar of pickled pigs' feet.'"

A photograph was attached showing Stacey and an assistant loading three piggy banks with the winnings.

Just prior to this Webster Electric had sent out miniature piggy banks to all salesmen as an added punch. An offbeat idea which caused much amusement and comment among the contestants was their receipt of a tape recording of a pig's squeal. To get this authentic squeal recorded, Stacey and an assistant went out to a Wisconsin farm, climbed into a pigpen and twisted ears to get the squeals. A voice on the tape announced that the man's piggy bank

in Racine needed fattening up and that "this is his hungry squeal."

Closely following the tape mailing was a message which asked: "Would you like to fatten up your piggy bank? Well, here's your chance to stop the squealing!"

Watch for this . . .

SALES MANAGEMENT's annual *business gift issue*, in the mail September 10, promises to be the most reliable and useful handbook of gift-giving suggestions ever published. Watch for the issue with 25 portraits of Santa on the cover.

—The Editors

"On the purchase of 50 or more machines, any assortment of models 220, 222 and 224, we will allow \$5 per recorder advertising allowance. This amount will be deducted from the invoice and the \$250 savings can be used by the distributor in any way desired.

"All orders will be prepaid and we will split-ship orders if necessary. For example: 25 recorders will be shipped on receipt of order, the balance on the same date of the following month.

"This offer will be good for the month of March only and all orders received will be counted in the Ekotape Bonus Buster Program. This is not a dump or a closeout; these are current models. We have an ample stock of free literature to back up all orders and a fresh stock of Ekotape book matches."

Winner was Dick Hyde, Hyde Sales Co., Denver. In addition to receiving the first prize of \$500, he came to Racine to open his piggy bank. He found a total of \$627.50 spilling out under the hammer. Others received checks for their totals in individual piggy banks.

According to Dent, the men liked the program "very much. They told us so over the 'phone, in letters and in postscripts attached to official business. Our men are used to the company 'gagging' things up at our annual sales meetings and in our contests which we run periodically."

Dent means:

. . . professional waiters carrying new products on trays.

. . . an authentic schoolroom set up in the plant, complete with screwed-down desks, pot-bellied stove, a flag-draped picture of George Washington, and lunches packed in tin lunch buckets.

To run an effective, inexpensive sales contest, Dent says, you must first set quotas and then devise a method of handling so one man won't know what the others' quotas are. In the piggy bank affair, the men's quotas ran from two to seven units per day, depending on the territory. Only other problem is to work out an equitable basis of pay.

"Most prosperous salesmen entering a contest really don't need the money," he says, "for they could go out and buy almost anything they really needed. What is important to them is to work hard and show up the 'other guy,' and enjoy a bit of self-respect. We found that the value of award is the physical evidence of winning.

"What you offer, or the way it must be won, must have enough 'schmaltz' to make it interesting." Exemplified:

Dent recalled a previous contest wherein each salesman received a playing card for each unit sold, and paid off for the best poker hands. Webster conducted another in which first prize was a Nash Rambler. This represented an investment of around \$2,000, the "most expensive" contest yet conducted by the company. All participants were intensely interested in winning the little car, although any one could have gone out and bought one.

The End

SALES MANAGEMENT

AVIATION MARKET AIDS:



How effective is your aviation advertising?

With this 72-page research report you can compare aviation advertising with that of competitors or manufacturers of similar products . . . study their layout techniques and copy approach.

This valuable book breaks down Starch readership studies of some 800 AVIATION AGE advertisements into 17 product or service groups. Each section summarizes ratings of all advertisements Starched in

that group...reproduces high-scoring ads with "Noted," "Seen Associated" and "Read Most" ratings. Number of inquiries pulled also appears with each advertisement.

Prepared as a special service for AVIATION AGE advertisers, the report is now also available at cost to all advertisers interested in the aviation market — \$2.00 per copy.

Also available:

The Aviation Market . . . to help you evaluate aviation business magazine coverage of manufacturing, air transport and military aviation markets. Tells you how many readers — by number and job function — are reached by these magazines . . . with graphs and audited circulation figures. Here's basic information every aviation marketer should have. Free.

Technically Speaking . . . a 16-page folder analyzing the difference between business management and technical management in aviation. Explains the technical information needs of the men who specify your products. Free.

Market Intelligence Newsletter . . . to help keep you abreast of aviation marketing developments. Issued twice monthly, it is available free to aviation sales and marketing executives. Ask to have your name added to special mailing list.



AVIATION AGE, a Conover-Mast publication
205 East 42nd Street, N. Y. 17, N. Y.

- ☐ Please send STARCH-RATED AVIATION ADVERTISEMENTS. I enclose \$2.00
- ☐ Please send free copy of THE AVIATION MARKET
- ☐ Please send free copy of TECHNICALLY SPEAKING
- ☐ Please add my name to your mailing list for MARKET INTELLIGENCE

ATTACH COUPON TO YOUR COMPANY LETTERHEAD

MAC-3

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

Hot Enough for You? Slip into a Synthetic!

At 8 a.m. today, New York City's temperature was a soggy 90. And dripping down to our office we spotted, on Madison Avenue, a shattering sight which made our blood run positively cold: Two brazen advertising men, looking cool, calm and self-possessed—attired in walking shorts and knee-length socks! We 'phoned in, told the office we'd had a bad shock and might be a little late. Then we made tracks to *Men's Wear* and demanded to see that publication's managing editor, George H. Crosbie, Jr. Crosbie, an erudite chap, was remarkably sympathetic—gave us a mild sedative and assured us he didn't think this walking short-thing, for city wear, would ever get off the ground.

"Ugliest part of any man's anatomy is the knee," said Crosbie, with a fine contempt. "Most men simply don't have the 'figger' for walking shorts—except for casual wear, that is."

But he had to admit that men were rebelling against the wool Turkish baths in which they used to encase themselves. It's all part of the trend to casualness which has gained momentum since the war. Men are being released from their clothing bondage and Crosbie's all for it.

"Look at me," he commanded. He looked pretty good to us. "Worn these nylon-cotton trousers four days." He ran his finger over the knife crease. "All you need to do is wash 'em, hang 'em, wear 'em."

He admitted, under strong and persistent pressure from us, that he sends his nylon-cotton trousers to the cleaner.

"But," he maintained, "suits of the new synthetics—like these pants—are perfect for the traveling executive. They're very light and cool. And they can be washed out, hung over the hotel bathroom shower rod and worn next day."

Crosbie says men began to discard a lot of their old, outmoded clothes—thinking with, of all things, the rise of the station wagon. "In 1935, 35,000 station wagons were manu-

factured and sold. Last year the figure was 700,000. With the trek to the suburbs, which began in earnest after World War II, living became more casual. Sport shirts, moccasin-type shoes, light, casual jackets became popular." And with the acceptance of this gay plumage, manufacturers were able to begin tearing down the bastions of city wear. Gay colors for gay birds . . .

But it was the synthetics—the nylons, Dacrons the like—which made it possible to combine cool comfort and the new styling. Crosbie started with our feet and worked up.

Shoes, he thinks, are high on the list of improvements in men's clothing. Today the moccasin has come off the patio and onto the pavement. Black moccasins are accepted *everywhere* as correct. And the past year has seen the advent of the lower shoe—an Italian inspiration—without laces. This summer there are cool new shoes in everything from straw to denim. All looking as right on Madison Avenue as at the country club.

"Socks," he said, working up, "of synthetics are a boon to the traveling man. These I'm wearing are the stretch-type. One size fits any foot. They wear longer, they wash and dry in nothing flat. And they're cooler."

And underwear of synthetics allows you to take one pair on a trip, yet change 'em twice a day. That is if you have time enough to wash them and wait the short time necessary for drying.

Crosbie doesn't think you can point to any one source as a leading influence in the new design of men's wear. The Ivy League influence? Sure. It's there. But when it gets to the typical executive it has been modified. Narrower shoulders than his older suits but not devoid of padding. And the no-pleat trousers, scoffs Crosbie, belong on snake hips. "Most men have a little pauch. Those pleats across the front. . . . Very comforting, they are," he added, with a little sigh.

Women probably have as much influence on men's clothes as any one



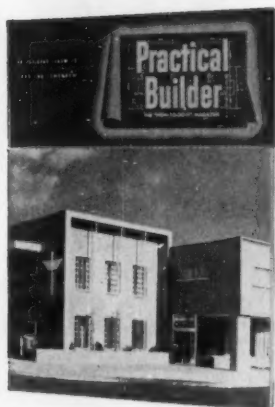
source, he feels. One source maintains that women choose 80% of their men's clothing. And women like to see their men in dark suits but with lots of color touches in accessories.

The new ties are narrower, brighter and many of them, too, are washable. Shirts of the synthetics are a boon to a man who doesn't want to travel with a huge suitcase. But some men do not like the wash-and-wear shirts. Of all the clothing made of synthetics, the shirts have probably been most criticized. Unless you're very adept at hanging them up, stretching them, devoting loving attention to them while they dry, they simply don't come through the wash basin treatment looking neat.

To show you how far the American clothing manufacturer has gone to keep you looking smart and feeling cool in hot weather, one leading West Coast store, in cooperation with a Scandinavian air line, has had a successful promotion built around a two-week trip to Europe with an attractive supply of clothes—all out of one week-end bag!

So you see, there has been a revolution in men's summer wear and you should be smack in the middle of it. But about those walking shorts on Madison Avenue . . . welllll . . .

The End



You buy all when you buy **PB**

You're paying for it, Mr. Advertiser... so why not get it?

Why settle for less than the entire light construction market?

*Certainly, your sales promotion program for the year ahead must include not part but all of it. And that's precisely what **practical builder** gives you. It is the only builder-book edited for the entire builder-market. Its builder-readers erect 7 out of every 10 dwelling units; do 60% of all new light construction; do most of the industry's repair and remodeling. It's as simple as ABC: to sell builders you must reach builders. PB delivers the greatest builder-preference, the greatest builder-readership, the greatest builder-loyalty, the greatest builder-buying-power. And all at the lowest cost!*



**...of the light
construction industry**

© Industrial Publications, Inc. Chicago 3, Ill.
Also publishers of Building Supply News
and other leading building industry publications.

42.0% of the Light Construction volume is new residential building: rural, small town, suburban and metropolitan areas.

39.2% of Light Construction volume is remodeling, alteration, repair: a steadily increasing market for all kinds of building materials, tools, equipment.

3.9% of the Light Construction Market is miscellaneous non-residential building (Schools, Churches, Auditoriums, etc.).

5.1% of the Light Construction Market is new industrial building (Small Factories, Warehouses, etc.).

3.6% of the Light Construction Market is Public Utility.

2.8% of the Light Construction Market is Farm Service buildings.

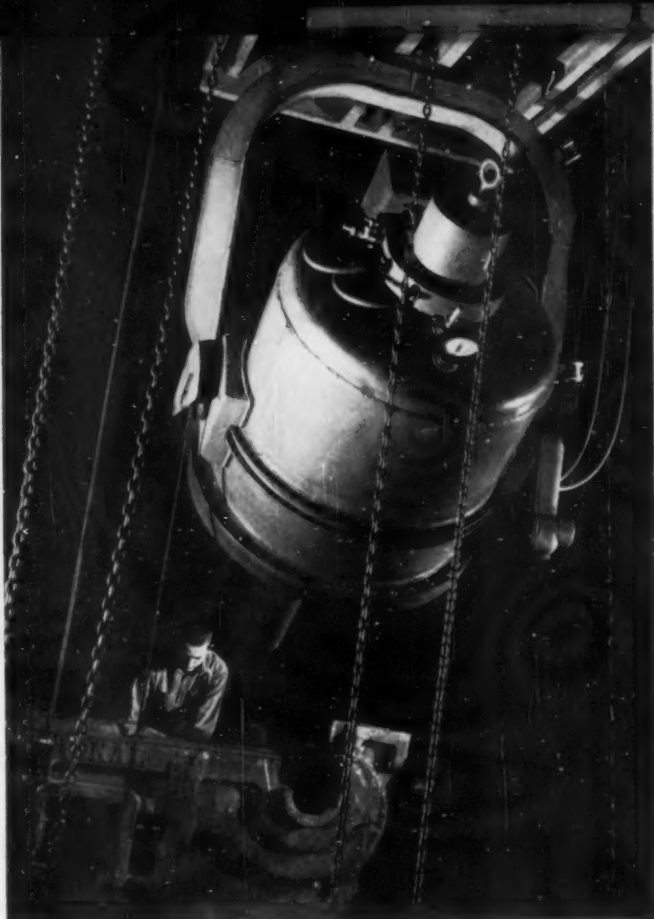
3.2% of the Light Construction volume is Commercial Building.

0.2% of the Light Construction Market is all other private building.

(Above statistics based on joint estimate of Department of Commerce and Labor 1955 figures.)

Market No. 1:

FACTORY AND LABORATORY APPRENTICESHIP is a must as a prerequisite for the man who sells highly scientific apparatus like this. Here's a 1,000,000-volt x-ray unit that enables industry to examine welds and castings of large size and irregular shape.



G-E X-Ray Splits Sales Setup To Specialize by Major Markets

Now there are two marketing managers: one for the medical x-ray field, and one for the industrial field. Each primary group of prospects requires a highly specialized approach, and products demand real depth of technical knowledge by the men who make up the sales organizations.

**BY JOHN M. SMITH • General Manager
X-Ray Department, General Electric Co.**

The X-Ray Department of General Electric Co. expects to increase its business substantially in the next decade. Therefore we have streamlined our organization to provide the best possible marketing service for the two sources from which most of our business will come—the medical x-ray and the industrial x-ray fields.

Where once we had only one marketing manager for all our operations, we now have a marketing manager for the medical x-ray field and another for the industrial field.

The split became effective in January after much study and a strong conviction that two top-flight heads are vastly better than one when you

have to sell such different types of customers as the hospital purchaser and the industrial plant manager.

Our business has nearly quadrupled since 1940. We expect its rate of increase to surpass that figure as new uses for our x-ray machines become evident. Both medical and industrial users are already finding new work for x-ray to do.

Our medical x-ray marketing manager is Gordon E. Williams, formerly a zone manager and later sales manager of the X-Ray Department. He has served the department 32 years, and was manager of the Denver District office for 25 years. Within two years after starting as a Salt Lake City service man he was made manager of the Salt Lake City office, and assumed management of the Denver District in 1930.

The industrial x-ray marketing manager is Edward W. Philleo, who has served the department 33 years.

**Toledo
is the
key to
the sea**

Ninth largest port in the U. S., Toledo is the center of a billion-dollar market now. What will it be when the St. Lawrence Seaway is completed? Keep your sights trained on Toledo, the key to the sea.

...and the



is the key to the

BILLION DOLLAR TOLEDO MARKET

Write now and
reserve your copy of

TOP TEN BRANDS

**IN TOLEDO
1956**

(available early fall)

**A Consumer Inventory
and Product Availability
Audit of Retail Stores**

by Dan E. Clark II &
Associates, Inc.

What are the top ten cake mixes in the Toledo ABC City Zone market in 1955? What are the top ten coffees? The top ten soups, soaps, headache remedies, home permanents, cigarettes, washing machines, automobiles?

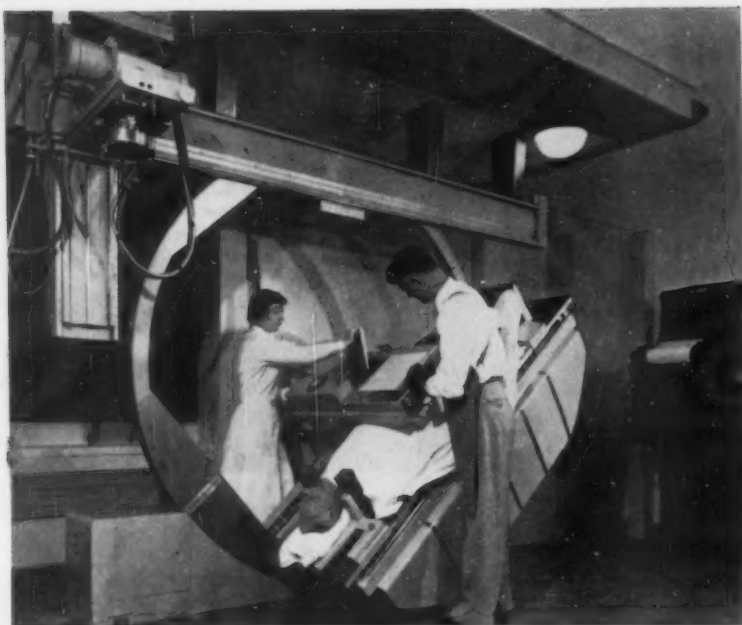
We can tell you. In fact, we can tell you the Top Ten Brands in 125 different product categories.

This is the kind of information the Blade-Times gives you to help you plan efficient advertising and merchandising campaigns in the Toledo market. And of course the key to the Toledo market is the Blade-Times. There are no duplicate keys.

TOLEDO BLADE *Daily and Sunday* **TOLEDO TIMES** *Morning*

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

AUGUST 3, 1956



Market No. 2:

THE MEDICAL FIELD is the oldest market for x-ray machines. Highly specialized knowledge is required to sell equipment like this Imperial diagnostic x-ray machine mounted on an eight-foot ring. This product revolutionized x-ray apparatus design. Installation at National Institutes of Health, Bethesda, Md.

He was formerly manager of the San Francisco office, manager of the Pacific region, and later marketing manager. In 1950 he headed the General Electric Medical Products Co., that marketed General Electric x-ray and electromedical products abroad.

To picture exactly who does what in this split, let's start from the beginning and explain the cadre around which all G-E departments throughout the organization are built. Each department has a general manager. Reporting to him are the managers in charge of engineering, manufacturing, marketing, finance, legal matters, and employee, plant and community relations. Substitute the two marketing managers for the one and you have the organization table of our G-E X-Ray Department. Both report to the general manager.

Our marketing manager actually has responsibility for much more than selling. He is responsible for all the functions which help move goods to the market. This broad concept of marketing management was, in fact, pioneered by General Electric, with a view to bringing under one central authority all those operations that affect sales distribution. These include (1) sales or zone managers, (2) product planning, (3) product services, (4) marketing administration, (5) advertising and sales promotion,

(6) marketing personnel development, and (7) marketing research.

The split of our marketing section is almost down the middle. Some units overlap. Advertising and sales promotion, for instance, are still done under one unit manager, because of the multiplicity of fields.

Changes will probably be made as we feel our way in this organizational venture. We are now advertising in 12 industrial and general business publications, trying to cover the fields broadly. As business develops we will purchase space in more print media. We are advertising in 76 medical, hospital and dental publications. In this field there is a tremendous number of specialties to be covered. We plan to increase the space and frequency of the advertising, but not the number of medical publications.

Take a close look at the customers we call on, the services our salesmen and sales managers must offer, and you'll immediately see why we separated the two marketing fields.

To handle the medical market we need a specialist who can marshal a sales force to develop a potentially fertile field among a limited number of customers—150,000 physicians, 90,000 dentists and 8,000 hospitals. Our salesmen must compete against three other large firms and a number of smaller competitors who sell di-

rectly to the customer through a mixed system of dealers and partly owned or wholly owned district offices. Our salesmen who deal with these customers will tell you there is one word to describe the competition—fierce.

The medical market salesman, who must be familiar with electrical engineering before coming to us, learns the ins and outs of x-ray from us. Then he must learn the language of the physician, dentist and hospital administrator. He usually gets his start as a service man on the machines. After about two years of this he is competent to sell x-rays to the medical market.

The marketing department is making a special effort to provide medium-cost diagnostic equipment and is currently bringing out a new unit selling for less than \$5,000.

The salesman also must be conversant with problems of civil defense, for civil disaster x-ray apparatus entirely independent of water, chemicals and central electrical power is now available.

Our salesmen sell x-ray in the medical market for both their diagnostic and therapeutic uses. It takes a thoroughly experienced and trained salesman to talk therapeutics with a physician. In the first place, he must be sufficiently well grounded in medicine and physiology to know what he is talking about. In the second place, when you speak to a physician about therapy you hover perilously close to telling him how to conduct his practice, and you cannot make a sale that way. The fact that we do sell x-ray to physicians for its therapeutic value and have avoided such dangers is a tribute to the skill, tact and knowledge of our experienced salesmen. But they do not become experts in a week, a month or a year.

Must Talk Language

Now, consider the industrial market. To develop the potential here we need a marketing force and a corps of salesmen who talk the technical language of the chemist, metallurgist, foundryman, canner, food processor.

The salesman must acquire a knowledge of the foundry where x-rays are used to establish good techniques on pilot castings, so that they end up as production line castings. He must learn the language and techniques of the welding shop and what the x-ray can do there. He must have a knowledge of the molecular structure and the spacing of atoms and the physical properties of materials.

Or he must shift to the chemical



Answer

**IN THE
GRAND RAPIDS
PRESS YOU CAN
COVER WESTERN
MICHIGAN WITH
COLOR
R.O.P. COLOR DAILY**



Number 1 city in West Michigan's fabulous "Billion dollar" market—PLUS—Number 1 newspaper: The Grand Rapids Press—EQUALS—Number 1 in sales position for your products.

WHY? Grand Rapids is the largest city in Western Michigan and is the hub for the vast sales opportunities in this prosperous area. The trading area is free of overlapping influences and well balanced between manufacturing and non-manufacturing. In Grand Rapids alone there are over six

hundred different manufacturers engaged in over three hundred different industries.

The market can be sold thoroughly and economically with a single newspaper—The Grand Rapids Press—a newspaper that offers you metropolitan coverage in more than nine out of ten homes, with a circulation of 112,331*—62,840 more than any other west Michigan daily.

For this reason Grand Rapids is a number one test market in the experience of countless national advertisers.

**WEST MICHIGAN'S LARGEST MARKET
CAN BE YOURS WITH YOUR CAMPAIGN IN**

The Grand Rapids Press

*ABC PUBLISHERS STATEMENT 9-30-55

"the best of Michigan"
BOOTH NEWSPAPERS
THE RAY CITY TIMES THE KALAMAZOO GAZETTE THE FLINT JOURNAL THE GRAND RAPIDS PRESS
THE SAGINAW NEWS JACKSON CITIZEN PATRIOT THE ANN ARBOR NEWS THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kurb, 310 E. 42nd St., New York 17, Oxford 7-1280; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillen, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

The sure way to reach the
FORT WAYNE
\$817,376,000
market

The News-Sentinel
EVENING
The Journal-Gazette
MORNING AND SUNDAY

HOME DELIVERED COVERAGE

City Zone	Metro Area
43,212 Homes	54,818 Homes
Morning59.1%	Morning56.8%
Evening92.3%	Evening91.6%
Sunday86.9%	Sunday85.6%

Retail Trading Zone

134,821 Homes	
Morning	46.8%
Evening	54.6%
Sunday	71.2%

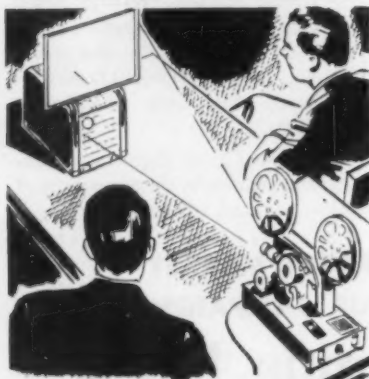
Source: ABC 12-31-55 All figures cumulative

FORT WAYNE NEWSPAPERS, INC.

Agent

The News-Sentinel
and
THE JOURNAL-GAZETTE
Fort Wayne, Indiana

Represented by Allen-Klapp Co.
New York - Chicago - Detroit - San Francisco



NOW!

Desk Top Sound Movies for Salesmen

The NEW MODEL C-55 MOVIE-MITE portable 16mm sound projector fits compactly in one small case. Nothing else to carry. Tops for sales, industrial, educational and entertainment use. Rugged, lightest in weight, (only 28 pounds), fool-proof operation. NEW safety trips PROTECT FILM. Wonderful for large screen showings. Thousands in use. Price only \$298.50.

Write today! Find out how MOVIE-MITE can tell your story with brilliant pictures, hi-fi sound.

- Lightest in weight
- Lowest in cost
- Smallest in size
- Easy on film
- Easy to use
- Top quality picture and sound

THE HARWALD COMPANY, INC.
1214 CHICAGO AVENUE, EVANSTON, ILLINOIS

field, or set up an x-ray inspection line in a brewery. He might become a food "technologist" in talking electron beam sterilization with a potential customer. His next customer might be in the pharmaceutical field, where the electron beam is used for cold sterilization of drugs.

He must know the ins and outs of inspection devices, for x-ray and x-ray diffraction, coupled with the electronic brains and other automatic apparatus, may soon make inspection entirely automatic, and some research semiautomatic. Already rockets are being inspected, without human attention, by use of a robot device.

G-E x-ray diffraction equipment now being used feeds data into computers to reduce months of calculation to hours and even minutes. In this way, the development and manufacture of synthetic drugs and chemicals have been speeded. Television and x-ray are evolving into a practical remote-viewing system for use by industry.

Must Be Alert

Our industrial marketing manager and his staff must be acquainted with the latest developments in industry if we expect to make the most of our opportunities in the industrial field.

It is just too much, therefore, to require him to shift mental gears from the factory to the hospital. Similarly, you would not make a hospital administrator out of a foundry superintendent, or vice versa.

So far we have achieved the split without additional personnel, but we plan a substantial increase in specialized industrial sales coverage before the end of 1956.

The G-E X-Ray Department is the former Victor Electric Co., Chicago, organized about 60 years ago, the same time as the discovery of x-ray. When it became apparent that x-ray would become a big business, the Victor firm started making x-ray machines. In 1920 the company was acquired by G-E and the name was changed in 1930 to General Electric X-Ray Corp. In 1951, when the corporation was absorbed into G-E, it became the X-Ray Department. G-E purchased the Milwaukee factory and moved its x-ray operations here in 1947.

Today, nine years later, the x-ray picture has grown so big that a marketing manager needs two heads to see it in proper focus. So we thought it was high time to set up our twin marketing organization, to give our customers twice as much efficiency and the x-ray business a double-barreled shot toward its ultimate development.

The End



Gordon E. Williams, Medical X-Ray marketing manager, G-E X-Ray Department.



W. R. Petrie, manager, advertising and sales promotion, G-E X-Ray Department.




E. W. Philleo, Industrial X-Ray marketing manager, G-E X-Ray Department.



John H. Smith, general manager, G-E X-Ray Department.

SALES MANAGEMENT



How do your salesmen spend their time?

A lot of sales managers wanted the answer to this question . . . and so did we. Anonymous questionnaires were sent to salesmen employed by 37 industrial companies and returns from 288 salesmen were tabulated.

Among the many interesting items revealed by the survey was the time breakdown for an average selling day. Traveling and waiting for interviews took up 32% of the salesman's time; reports, meetings and office chores—19%; service calls—8%; . . . leaving only 41% of his time for actual face to face selling with customers and prospects.

Remember, too, that many calls may have to be devoted to the preliminary steps to a sale . . . making contact . . . arousing interest . . . creating product preference. This leaves too little time for the important jobs of making specific proposals and closing sales . . . so sales costs soar.

Production managers use the most up-to-date mechanical equipment to increase the productive capacity of plant workers. And many sales managers use business publication advertising to increase the effectiveness of salesmen. For, at pennies per call, business publication advertising delivers your sales message to thousands of your best prospects. It helps with the preliminary steps to a sale so your salesman can devote his time to closing the order . . . a job which he, and he alone, can best handle.

"The Industrial Salesman," a 20-page McGraw-Hill booklet, takes a realistic look at just what advertising can do—and does—for the men who sell. Your McGraw-Hill man will be glad to provide you with a copy.

McGraw-Hill

PUBLISHING COMPANY, INC.

330 West 42nd Street, New York 36, N. Y.



*More than a million men in business
and industry pay to read
McGraw-Hill business publications*



THE NEW:

It extends the pleasing connotations of an excellent brand name.



THE OLD:

Well, it looked a great deal like a great many other potato chip bags.



ON THE BACK: Daisy design theme is cleverly made to create spots for six recipes. Bottom line offers free recipe booklet.



USE OF GUSSET, design embodying clown character, makes an interesting pattern in mass display. Clown appears in printed advertising also.

Now Comes a "Motivated" Package for Potato Chips!

Crispie's redesign job passed a psychology test before it was adopted. Questions: Did it strongly suggest freshness? Did it have impulse-sale appeal? Researchers said "yes."

"We wanted 'pickup' appeal in our new package and we think we have it."

So says Frank Warren, sales manager, Crispie Potato Chip Co., Stockton, Cal.

"It is very important," he adds, "that a package should be that challenging, because about 89% of potato chip purchases are made on impulse, inside the store, at the point-of-purchase."

Just what features "lift Crispies out of the confusion of package similarity?" to quote Warren again. Here are some:

The color scheme used throughout the restyling program departs radically from the majority of potato chip bags. Scrapping the now commonplace blue, red and yellow of the old package, the design organization, Walter Landor and Associates, San Francisco, tied Crispie colors to the "freshness" theme.

The designer sought to build "a positive and new personality for Crispie, capitalizing on the inherent connotation of the brand name." Strength of recall value and exploitability of the design in visual adver-

tising were considered of prime importance as well.

A large red oval with the words "Potato Chips" centered in a daisy stops the customer.

A tiny clown character, developed by the firm's advertising agency, Sidney Garfield & Associates, Inc., as an advertising symbol, "works" for sales. Example: On the big barbeque packages he is shown as a chef complete with hat and utensils.

After dozens of preliminary designs had been prepared, sifted and store-tested, those that best accomplished the objectives were exposed to psychological research by Dr. Ernest Dichter, head of the Institute for Motivational Research, Inc.

The package was adapted to the five sizes in which Crispie potato chips are marketed—a small five-cent size; 10-cent, 25-cent and 39-cent bags, and a 59-cent twin-pack (two bags in one). The duplex waxed glassine bags are suitable for display either flat or standing in rows. Mass displays of the new package have proved effective throughout the Far West area where the firm operates.

The End

For 1957 — the most USEFUL buying and selling tool in the hardware industry!



Buyer's Guide and nrha Sales Planning Service Combined in One Publication!

● Here's another FIRST in trade publishing history . . . Hardware *retailer* 1957 Buyer's Guide and Sales Planner. This combination guide not only helps the hardware man select brands and products to buy, but it also tells him *how* and *when* to display and advertise them each week throughout the year. The authoritative answers of the Sales Planner and the complete listing of all hardware products in the Buyer's Guide assures advertisers of a publication that will be a sales tool used daily by most of the nation's top 39,000 hardware men.

the industry magazine

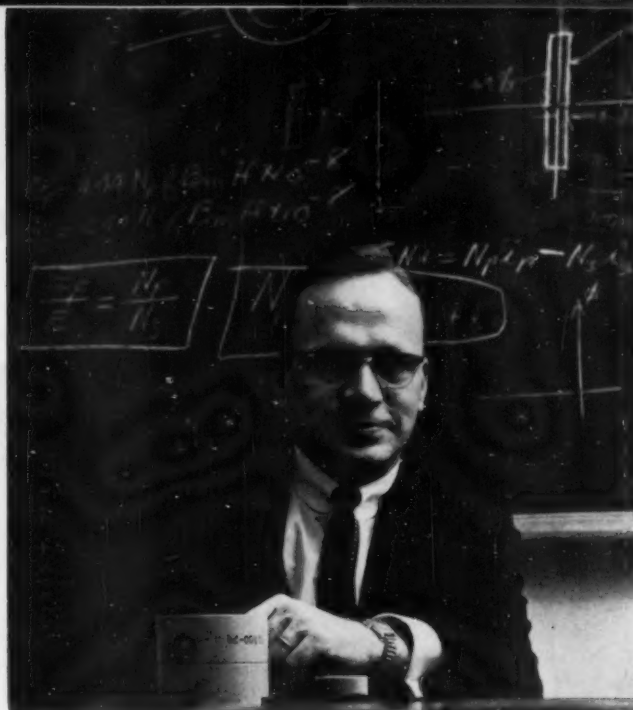
Published by the **NATIONAL RETAIL HARDWARE ASSOCIATION**
964 NORTH PENNSYLVANIA STREET, INDIANAPOLIS 4, INDIANA

Early space reservations are a must. The 1957 Buyer's Guide and Sales Planner will be published and distributed to 39,000 subscribers throughout the hardware industry in January, 1957. Call or write the Hardware *retailer* representative nearest you for complete information about the most useful sales tool in the hardware industry for 1957—Hardware *retailer* 1957 Buyer's Guide and Sales Planner. Closes October 15, 1956.



Arthur O. Black is one of the founders of the business he now heads — Magnetics, Inc. In his middle 30's, he has reached top spot in his company via the sales route. Prior to establishment of the firm in 1949 he served for several years with civilian status on the developmental engineering staff of the Naval Ordnance Laboratories near Washington, D. C. Performance of his experimental product prompted industry to ask where such magnetic materials could be obtained commercially. Black and his two partners provided the answer with Magnetics, Inc., Butler, Pa.

He is a graduate of Massachusetts Institute of Technology with a degree in electrical engineering. Though he has been chairman of the board of Magnetics, Inc. during a period of rotating officership, his principal post has been director of sales.



Small, Imaginative Magnetics Says: "Advertising Gives Us Recognition"

Moreover, "Advertising gives our representatives an open door to the man who does the buying. It tells our prospects what we are and what we can offer them even before the salesmen call," says this industrial which is set to grow.

As told to Alvin Rosensweet

BY ARTHUR O. BLACK, President, Magnetics, Inc.

As a small, new producer, Magnetics, Inc., Butler, Pa., was faced with budget problems but we established the policy that advertising is essential to blaze the trail for our salesmen.

Results: A current consumer recognition study shows that Magnetics, Inc. ranks second in the country among manufacturers of tape-wound cores and second in the magnetic laminations field. This seven-year-old David is outstripping the Goliaths.

Magnetics, Inc. was not founded until 1949. That year it began the manufacture of tape-wound cores. The *Electronic Design* survey for 1953 placed Magnetics, Inc. fourth, with 3.6% of those queried replying that they would consider Magnetics,

Inc. on cores. By 1955, Magnetics, Inc. had risen to second with a 20.7 percentage.

Second ranking in magnetic laminations was reached with a percentage of 19.3 after only one year in that field.

An excellent advertising campaign handled by Lando Advertising Agency, Pittsburgh, has been invaluable in bringing Magnetics, Inc. to its present status. Heavy advertising schedules were set up in 12 basic business publications in this country and Canada. A heavy publicity campaign to the business press was established.

Advertising gives us recognition: it gives our representative an open door to the man who does the buying

for his company. It tells our prospects what we are and what we can offer them even before our salesman calls.

An important part of our advertisements is an offer to provide technical assistance and engineering help. This has been a major factor in advertising results: In the first three months of 1956, inquiries that can be traced to ads totaled 1,828.

We find that exhibiting in three major trade shows—Radio Engineering Show, National Electronics Conference and Wescon Show and Convention—provides a useful advertising medium. These shows permit us to see a lot of people in a short time.

We believe we have achieved our high ranking in such a short period because of several factors:

1. The reputation of the company founders in the industry and the wide respect their names commanded among electrical engineers and physicists employed by potential customers of Magnetics, Inc.

2. Development of a "Performance-Guarantee" for all Magnetics products in an industry where rejections because of faulty components are a major headache.

3. An advertising campaign closely supervised by sales management.

4. Engineering service and technical assistance for customers.

How to put an eye patch on your advertising

The man with the eye patch sells a lot of shirts. The man with the beard sells a lot of quinine water. In a less dramatic way, the advertising of some few other companies has an appeal greater than most of the advertising with which it directly competes.

Why is this? It is because such advertising—in addition to its tangible content of product advantages—contains an intangible but very potent plus value. It projects the *character* of the company behind the product, and so surrounds the product with extra significance and value for the buyer.

This is important. Never before have buyers of anything had so many directly comparable brands from which to choose. And more often than not, it is the way a prospect feels about the company that determines which product he feels is the best buy for him.

How do you put an eye patch on your advertising? It is a simple process but not an easy one.

It consists, first, of *having* a corporate character. Naturally, every company does have one, but many have never thought about it and defined it in terms of its sales value. How do you want people to feel about you, as a company, and about your products? Do you want to leave an impression of distinctive elegance, like the man with the eye patch? Of folksiness? Or aggressiveness? Or research-inspired forward thinking? Or dignity, or warmth?

The next step is to dramatize your corporate character in such a way that prospects feel it, like it, and remember it. It isn't always possible to do this with great obvious drama. Very often the "eye patch" must be something more subtle, consistently expressed in the "feel" of the layout and art treatment, and in the tone as much as the content of copy.

It can be done successfully only through understanding and skill—and an unshakeable determination to resist all of the recurring temptations to try a "change of pace" which can destroy the very thing you're trying to build.



Getting an eye patch on your advertising is *not* an easy job. But in terms of impact, readership, and extra sales value, it is worth all the thought and work it requires. The man with the eye patch and the man with the beard are both tributes to the creative imagination of Ogilvy, Benson & Mather, Inc. In the equally difficult and somewhat less flamboyant field we serve (industrial, consumer durable, agricultural and service industries) we have participated in some unusual campaigns of corporate character building.

This campaign is an example. We have others, for a variety of clients. One, in particular, has been documented in a new booklet called "Five-Year Report on an Unusual Advertising Campaign." We'd be happy to send you a copy.

Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

When This-

Shell Oil Company Announces Discovery of
A New Gasoline Formula—

Keotane*

There's Extra Value in Every Gallon of New Shell Supreme Gasoline

6.1¢ Extra Value Per Gallon

6.1¢ makes other premium gasoline expensive to use;
6.1¢ makes any regular gasoline expensive to use;
6.1¢ makes any "cut-rate" gasoline expensive to use.

At No Extra Cost Per Gallon

Keotane Supreme Gasoline is the only gasoline that gives you the extra value of 6.1¢ per gallon at no extra cost per gallon.

Only Shell Supreme Gasoline
Has New **Keotane***

Hit This-



Sales Jumped 61%

When SKELLY introduced its new Skelly Supreme Gasoline with KEOTANE to the dynamic Kansas City Market with a whacking campaign in *The Star*—SKELLY pumps started whirring like crazy. And SKELLY sales have been soaring ever since.

For massive impact on one of America's BEST markets, nothing touches *The Star*. Most thorough twice-daily circulation coverage in America—95% carrier delivered.

THE KANSAS CITY STAR

KANSAS CITY

1729 Grand Ave.
Harrison 1-1200

CHICAGO

202 S. State St.
WEBster 9-0532

NEW YORK

21 E. 40th St.
Murray Hill 3-6161

SAN FRANCISCO

425 Market St.
GARfield 1-2003

Magnetics, Inc. was founded to exploit commercial applications for certain materials and alloys.

It was started in a 12' x 24' sheet metal garage in May 1949. Today we have 280 employees and a modern plant with an acre and a half of research and manufacturing facilities.

In 1950, our first full year, sales were \$14,588.

In 1955 sales totaled \$2,100,000 to 410 customers.

In 1956 we expect a 40% sales increase and 600 customers.

We can't expect our manufacturer representatives to be 100% familiar with highly technical problems in the electronics industry. So we employ sales engineers in our home office who are sent out to work with our customers.

This is essential because engineers who design equipment using our products don't have the complete knowledge of how to use our products quickly and properly. In the early stages of design our sales engineers frequently write specifications.

Finding outstanding sales engineers is our most difficult personnel problem. As a rule engineers tend to be introverted; salesmen are extroverted. It's hard to find the right combination for a good sales engineer.

Our tape-wound cores sell for from \$1 to \$100; powdered permalloy cores for from 37 cents to \$4. In this wide range of products lies the potential for faulty performance.

Our answer has been "Performance-Guarantee" backed by every tool of advertising and publicity at our command. All these efforts, both in business publications and at trade shows, are tied together under the banner of "Magnetics, Inc. Products Are Performance-Guaranteed."

With this invaluable selling tool Magnetics, Inc. guarantees to furnish its products to specifications mutually agreed upon, and agrees to correct any deviation from specifications within 30 days after receipt of material.

We believe we are the first company in the world to offer a guarantee of performance for electrical and electronic components such as magnetic laminations, tape-wound cores, shields and magnetic devices.

Although our original products got off to a flying start basically because of the reputation of the founders of the company, the products we added in a diversification program were started from scratch. The long customer list we built up for those products resulted directly from advertising and inquiry leads followed up with a quality product and good service.

The End

"This is the size we use in the Growing Greensboro Market!"

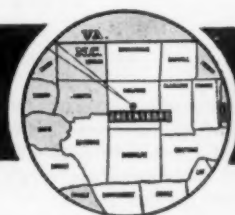


One reason for the whale-size tackle is the free-reeling spending that goes on in our ABC Retail Trading Area. One-fifth of North Carolina's \$3 billion in retail sales are made to the one-sixth of the state's population that reside hereabouts. And the real hook is an advertising schedule in the Greensboro News and Record—with an audited circulation of more than 100,000 (daily).

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

One PAPER

**GIVES YOU COMPLETE COVERAGE IN
AKRON'S BILLION DOLLAR PLUS MARKET**

Akron's One Billion Eighty Million Dollar Market is served by only ONE powerful newspaper — the Akron Beacon Journal. You get complete coverage of this fertile market at one low cost either Evening or Sunday. R-O-P color available in all issues.

ONE LOW RATE
Evening or Sunday

CIRCULATION
Evening, 159,074
Sunday, 165,132

POPULATION
Metro. Area, 475,700
Ret. Tr. Area, 610,844

AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER

Employee Opinion Polls Reveal Weak Spots in Management

A series of special questions directed to the sales force, covering attitudes, policies and procedures, pinned down facts that brought measurable improvements in sales operating efficiency. Such a survey is done at low cost.

If you seriously want to pinpoint spots where management is weak, you can get a wealth of candid and meaningful facts quickly through an all-employee opinion poll.

You are almost sure to experience varied emotional reactions when you see the results. You will be surprised. You will be embarrassed. And in some instances, you might be deeply pleased.

If you set up and carry through on programs of corrective action in the areas where serious management weaknesses are revealed, you may enjoy such dividends as increased sales and profits, higher morale, better teamwork and improved operating efficiency.

The experience of Standard Register Co., Dayton, is a striking case in point.

In 1947 this company conducted its first all-employee opinion poll. Out of it came so many useful facts to aid management judgment and to serve as the basis for shifts in policy, organization structure and operating methods, that a similar survey was sponsored again late last year.

In both cases a special questionnaire was used in polling the sales organization, but many basic questions were asked of all employees.

This succinct statement heading the 1956 questionnaire summarizes the techniques used in conducting these surveys:

PURPOSE OF THE SURVEY

"Several years ago, as one of the steps which your company is constantly taking to make Standard Register a better place to work, an opinion survey was conducted by an independent research organization.

A great deal of valuable information was obtained from that survey.

"Your company would again like to know just what you think of your company, your work, your supervision and a great many other things of concern to you. So that you might express yourself freely without any opportunity of personal identification, your company has again engaged an independent research organization to prepare this questionnaire and conduct this survey.

"No signatures are to be affixed to this questionnaire. No one in the Standard organization will either see or have access to this questionnaire once it has been filled out. When completed, all questionnaires become the sole property of the research organization. They will use them only to tabulate your answers, transcribe your comments and then they will be destroyed.

"The results of this survey will be analyzed. A completed report will be handed to the company.

"Even though some of these questionnaires will be mailed individually to the research organization, no record of post marks will be kept. No effort will be made on the part of the research organization to identify any individual. Therefore, you can feel perfectly free to answer these questions frankly, honestly and sincerely . . . without any fear of identification. Even in your comments if you should, unintentionally make a statement that would allow identification, these comments will be so edited and revised as they are being transcribed to remove any possible identification.

"The over-all result of this survey will be published and a copy forwarded to each of you."

SALES MANAGEMENT has already reported ("Dividends We're Finding in a New Setup for Middle Management, July 6, 1956, p. 25) on one program initiated as a result

of findings in the 1947 survey. It concerned a reorganization of the field sales setup as the final step in the program to strengthen middle management, to make possible closer supervision of salesmen, and to improve the training routine.

Other important courses of action that arose out of the first survey:

The need became apparent for revision and better organization of training programs and training manuals. Effective corrective measures were taken.

The sales reporting system, constructively criticized by the salesmen, was reevaluated, the entire reporting system simplified.

Changes were made in the salesmen's compensation plan to smooth out inequities—action warmly accepted in the field.

The survey indicated the need for improving service from the home office to speed up information required by the field men. As a result, several home office departments were reorganized and services generally improved.

Weaknesses were revealed in the company's program of sales aids and advertising. Meetings were arranged with managers and salesmen to evaluate and improve both, and resulting new policies were framed to embody more of the field viewpoint.

Near the end of 1955, the company was vitally concerned about the degree of acceptance and the effectiveness of the changes that had been made. So came the second opinion survey, which provided an opportunity to compare results on key ques-

tions with results from the earlier study.

Comparisons showed generally favorable changes in feelings and attitudes, and an improved morale situation. There was some substantial indication that the action taken as a result of the 1947 study had been effective.

What about acceptance of the new field organization setup? Here the survey revealed satisfactory acceptance even though the changes made had been radical and had been in effect for slightly less than a year.

Let's turn, for a moment, to the plan adopted at the time of the '47

survey, for converting survey findings into a program of corrective action.

First step was to call a series of conferences with each of the division managers. This was done by the vice-president in charge of sales, who reviewed all phases of the survey as related to each division and the regions within each division. Weak spots were examined and specific plans mapped both to minimize the weaknesses and to capitalize on the strong points. The subject matter covered in these conferences concerned personal contacts, relationships between managers and men, and some undesirable attitudes toward the company and the

policies which had been established.

Following these conferences, each division manager called similar conferences with his regional managers, in which similar reviews were made and similar plans of action formulated.

This same plan has been followed in the last several months to capitalize on the findings of last year's survey. But now, because of the changes made in the field sales setup, there were nine division managers brought into meetings with the sales vice-president. These men met later with their district managers.

While the '55 survey mirrored

Standard Register's Opinion Poll: Some Sample Questions

(Note: The Standard Register questionnaire embodied 73 questions and was tailored to specific situations. Respondents were asked to identify their employment classification, district managers to check their divisions, salesmen to check districts and divisions. All were asked to note length of service with the company. Four blank pages were provided for notes and comments; 93% of the 600 members of the field organization utilized these pages.)

Among the questions used were the following typical examples:

HOW DO YOU THINK OUR SALES METHODS COMPARE WITH THOSE OF OUR COMPETITORS?

1. Our sales methods are not as good.
2. Our sales methods are on a par with competitors.
3. Our sales methods are better than our competitors.

DO YOU FEEL THAT ADVANCEMENTS WITHIN THE COMPANY ARE HANDLED FAIRLY?

1. No, it takes "pull" to get ahead.
2. Promotions aren't handled very fairly.
3. They are pretty fair.
4. They are very fairly handled.

DO YOU FEEL THAT THE PRESIDENT AND EXECUTIVE VICE-PRESIDENT ARE CONSCIOUS ENOUGH OF AND DO THEY RECOGNIZE THE PROBLEMS THAT FACE THE FIELD ORGANIZATION?

1. They have practically no knowledge of our problems.
2. They have a little knowledge of our problems.
3. They are quite conscious of our problems.

From the group of questions asked of the field sales force and district and division managers:

DOES YOUR DISTRICT MANAGER (OR DIVISION MANAGER IN THE CASE OF QUESTIONNAIRES BEING ANSWERED BY DISTRICT MANAGERS) GET OUT AND PITCH FOR AND WITH YOU IN THE FIELD?

1. He never helps me in the field.
2. He seldom helps me in the field.
3. Nearly always helps me in the field when I need him.

DO YOU THINK THAT COMPANY ADVERTISING IN SUCH MAGAZINES AS TIME, NEWSWEEK, ETC., WOULD HELP YOU IN YOUR WORK?

1. I don't believe such advertising would help.

2. Such advertising might be helpful.

3. This type of advertising would be of definite value.

WHAT IS YOUR OPINION OF THE SERVICE YOU RECEIVE FROM THE FOLLOWING HOME-OFFICE DEPARTMENTS?

Marketing Service: Inadequate . . . see my comments.
Adequate.

Order Department: Inadequate . . . see my comments.
Adequate.

Order Scheduling: Inadequate . . . see my comments.
Adequate.

Customer Relations: Inadequate . . . see my comments.
Adequate.

Product Service: Inadequate . . . see my comments.
Adequate.

DO YOU FEEL THAT YOUR DISTRICT (OR DIVISION) MANAGER IS QUALIFIED TO HELP YOU ON YOUR JOB IN THE FIELD?

1. No, he is not.
2. He is not too well qualified to help me.
3. He is pretty well qualified to help me.
4. He is very well qualified to help me.

WHAT IS YOUR FEELING ABOUT YOUR FUTURE WITH STANDARD REGISTER?

1. Frankly, I can't see much of a future with this company.
2. My future seems just fair.
3. My future with Standard seems to be pretty good.
4. I am very enthusiastic about my future with the company.

IF the ad you need
to see runs in a
daily paper...



ACB will put
it on your desk!

More than twice as many dollars are spent in newspaper ads than in Magazine, Radio and TV advertising combined.

You cannot begin to estimate the advertising force that supports—or opposes your brand—unless you first know what's being advertised in newspapers.

These daily newspapers circulate in 1,393 isolated markets. It's a hard job to get every issue of every newspaper. It requires specialized experience to find the ads you want to see.

You specify what ads you want to see. Name the territory to be covered. ACB does the rest.

ACB'S 14 NEWSPAPER RESEARCH SERVICES

Retail Store Advertising Reports. Provide accurate checkup of dealer tie-in advertising covering your own and/or competitive accounts.

Tear Sheet Service. Provides tear sheets containing advertising of any specified dealer or national advertiser.

Co-op Advertising Audit Service. Checks, measures, verifies claims for allowances.

Scrap Book Service. Specify what newspaper advertising you want and ACB does the entire job.

Lineage and Cost Reports on National Advertising. Tells you how much and where your competitors are advertising. Lineage and Cost of Space by Newspaper.

Schedule Listings. Tells what national newspaper advertising competitors are running with details of same.

Unduplicated Ad Service. Keeps you posted on new sales, ideas, premiums, copy themes, etc. as they appear.

Outstanding Advertisements. Gives you advertisements exceptional as to layout, illustration, size, copy, etc.

Mat Analysis Service. Save money on your mat preparation. Know what your dealers want! You get a detailed report plus tear sheets of all mats used by dealers.

Paste-Ups For Salesmen. You specify towns to be covered. We paste up in accordion fold display every ad you and your competition has run.

Brand Mentions. Tells when other advertisers mention your product in their ads. Example: "... at the Restwell Hotel, you sleep on *Simmons* springs and mattresses."

Advertised Price Reports. Gives prices at which dealers are offering your own or competitive products.

Magazine Checking Service. Clippings of specified advertising from all important weekly and monthly consumer magazines.

Position Report Service. Used by many space departments in evaluating position of the advertising they place.

For further information, see ACB's free catalog, or contact service office nearest you.



The Advertising Checking Bureau, Inc.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER

measurable—in some cases even remarkable—improvement in attitudes and degrees of acceptance of various policies and operating methods, some new problems arose.

From the over-all company viewpoint, it was evident that the timing of a sales promotional program known as "President's Month," a tradition for many years, was no longer popular with the salesmen. Traditionally this program had been scheduled in June. The salesmen said they wanted the program to be continued, but the timing changed because factory vacations always came up in July and August, and this had a tendency to lead to delivery difficulties. "President's Month" was therefore rescheduled for March.

Another problem concerned the demand for an additional model in one line of the firm's products. While these had already been recognized and engineering changes were in process, the feelings expressed in the survey brought about expedited action.

Still another key policy problem arose. It had to do with the need for revision of price structure on some products. Such revisions are currently in progress.

Ideas and Criticism

And many more ideas emerged. Sales contests are being simplified and placed on a less frequent basis in accordance with suggestions and attitudes expressed in the survey. The company's suggestion system came in for some adverse criticism, and is now being studied.

Certain inadequacies in the direct mail program brought about conferences between the district managers, the company's advertising agency, and the company's own advertising department. Some new approaches were worked out which, it is felt, will greatly improve the effectiveness of this phase of the Standard promotional program.

The problems mentioned indicate the questions where company management was not entirely happy with survey findings. But the replies to other questions gave Standard executives cause for deep satisfaction. Some examples:

96% of the respondents said they were fairly well satisfied, or very satisfied, with their work at Standard Register . . . 63% on the "very well satisfied."

88% said there was little or no favoritism in their districts or divisions.

90% called the job being done by the district manager "pretty good" or "excellent."

96% felt that the company had kept abreast or ahead of the growth pattern in the industry.

97% of the salesmen said they felt their district managers would usually or always go to bat for them if something embarrassing happened that wasn't their fault.

84% said application and market material provided by the Market Development Division was helpful.

Other sidelights: 20% of the salesmen want more training; 27% want more clerical help in the office.

J. J. Smiley, Jr., director of SMS Associates, who designed, administered and analyzed the Standard Register survey, points out that any opinion poll of this kind, to be effective, must be custom-tailored to meet the needs of a specific company. There isn't such a thing as a "standard form."

Favors Small Meetings

He says that a survey of a field organization can be conducted either at an annual sales meeting or through district and division meetings held simultaneously throughout the country. "The latter method is preferred because there is not the stimulation of the annual sales meeting atmosphere to influence results. Also, the holding of simultaneous smaller meetings is not only less expensive but can be planned for any day of the year."

After questionnaire analysis and consolidation, the report to Standard Register management was made thus:

1. A statistical breakdown, percentage-wise, on all questions, by job classification (salesman, serviceman, trainee analyst, etc.), by division, district, and length of service.

2. A transcript of all comments, again arranged by district, division, and employee classification.

3. A narrative description of each of the various divisions, districts, and employment classifications, with recommendations and suggestions for improving field relations as specifically indicated by analysis of the survey findings.

Management men at Standard Register see the opinion polls as surveys having long-time values. Not all of the areas for possible improvement can be explored immediately. But continued reference to findings can be expected to provide factual and valuable aids to management judgment, and to furnish clues for further action to lift management efficiency.

The End

AUGUST 3, 1956

TEXAS' BUSIEST SALESMAN



250,213 Combined Daily*

229,613 Sunday*

*Source: ABC Audit Report March 31, 1955

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests —

"Just a Good Newspaper."

The Prospect Behind the Barricaded Door

He's Mr. Big. He "never sees salesmen." He's the problem in this story about a salesman for *Esquire* magazine who refuses to be discouraged by a secretary's icy stare and a "no" from inner sanctum. He gets in. How does he do it?

BY WILLIAM J. TOBIN

If one of your tougher selling problems is getting in to talk to Mr. Big-and-Busy Man, consider the resourcefulness of Milt Blackwood, veteran *Esquire* magazine salesman.

Unlike Ali Baba, he has no magical phrases—no "Open Sesame"—to get him past the closed door of a hard-to-see prospect. Instead, he uses a wide variety of imaginative approaches to gain his ends. So he told us in an interview the other day.

Showmanship. The president of a big New England shoe concern was particularly difficult to see. Blackwood hit on the idea of having his calling card delivered to him in a beautiful, hand-made shoe. His curiosity aroused, the executive invited Blackwood into his office. Conversation started with, "Where did you get such a beautiful shoe . . . who makes it?" and naturally lead into the best ways to sell and advertise shoes, including those made by the New England firm.

A plant tour. The top executive of one of America's largest candy firms just never seemed to have time for a serious talk about advertising. He did, however, devote part of his day to greeting industry people who came to visit and tour his plant. Reasoned Blackwood: "What better way to get to see this man than by taking the tour?" He toured, and with two other visitors found himself in the office of the man he couldn't see any other way. He used the opportunity to compliment the candy tycoon on his hospital-clean plant and to tell him how interested he was in knowing more about the way his fine chocolate products were made. And then, after a thorough briefing, he used the occasion to show how magazine advertising helped simplify candy manufacturers' marketing and distribution problems.

A staged meeting. With still another busy shoe company president Blackwood timed his visit so that he was in the outer office when the executive passed through on his way back from lunch. This time the "gimmick" was a *suitcase full of fine shoes*. The cover of the suitcase "accidentally" sprang open just as Mr. Rightman came abreast of Blackwood. The highly polished, attractively styled shoes fell in a heap in front of his man. They acted as an effective roadblock. The hard-to-see prospect stopped to help pick up the shoes and stayed to admire their beautiful workmanship. Conversation just naturally lead to a discussion (concluded in the prospect's office) about how quality shoes like these—and those made by the prospect's firm—could best be sold through *Esquire*, the quality magazine.

A mutual interest. Blackwood likes classical music. Research disclosed this was an interest he had in common with another prospect who always seemed to be tied up when he called. Blackwood's reasoning this time ran something like this: "Why not work in a sales presentation via a conversation about the great composers? It didn't take him long to figure an angle. He got his chance to see and sell this top executive by having the man's secretary deliver his card with a good album of classical records. Admiration for his showmanship, good taste, knowledge of music and how best to use magazine advertising to sell merchandise brought him another name on the dotted line.

A telephone call. This was a trick. But it worked because Blackwood knew his man would appreciate the humor of it. He arranged to call one inaccessible company president *long distance* when he was within two blocks of the prospect's offices. The call was channeled from *Esquire's* New York headquarters through its Boston switchboard and on back to the prospect's New York office. When the company president heard "Boston calling, Mr. _____," he assumed Blackwood was at least 100 miles away. He listened politely and, thinking it of small moment, said yes to Blackwood's "Mind if I drop in on you soon?"

He was astounded—and pleased at the joke played on him—when the salesman showed up in his office five

An Aside from the Editors:

When you read this article, you are almost sure to experience one of two reactions. Either you will feel extravagant admiration for a salesman who uses such a large measure of wit and ingenuity and imagination, or you may actively resent the whole business.

Whatever your opinion, won't you express it?

Questions: Do you suspect Mr. Blackwood is telling only about his successes with freak sales approaches and conveniently forgetting the instances in which his idea didn't work?

Do you feel that such tactics are fine when they do work, but that they're too risky to use because they're likely to blow up in the salesman's face?

Do you think—in general—that "trick" approaches of any kind tend to hurt selling as a whole—tend to stamp it more as a "monkey business" than a profession?

The article is light and interesting, but it involves pretty serious matters of sales tactics and behaviors. Your opinion, please? Address The Editor, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr Jay M. Gould, MARKET STATISTICS, INC. 432 Fourth Avenue, New York 16, N Y (Telephone Mu. 4-3559).

MARKET STATISTICS, INC.
RESEARCH CONSULTANTS TO SALES MANAGEMENT
432 Fourth Ave., New York 16, N. Y. Mu-4-3559

minutes later. "Any guy who will go to that much trouble to see me must have something worth listening to" was the gist of his comments when he had recovered from his surprise.

An idea. This single idea got Blackwood into the office of two "too busy to see anyone" executives. Milt knows a good idea will open almost any door, however difficult it is to see the man behind it. One day he happened to notice a liquor store display in which a distiller offered executive-type brief cases with each purchase of a case of liquor. "That," he thought, "would be a natural for the president of the ——— firm producing mixed Manhattans." His "I've got an idea you can't afford to pass up, Mr. Busy Executive" got him an interview and the chance he wanted to tell his sales story. And something else.

"Can you get us a quote on the cost of 100,000 brief cases?" This surprised Blackwood, but not to the extent that he was at a loss as to what to do. He promptly called on a large brief case manufacturer in Massachusetts and ended up selling him advertising space. He used the brief case quotation to get and sell. And he got the information the liquor advertiser wanted, too.

We checked Milt Blackwood's story and found him to be a real, live, creative salesman. A man of his word. A thoroughly successful seller of advertising space. Respected for his resourcefulness. Admired for his imaginative approach to the sales problems in his industry. And, although we might hesitate about recommending some of his techniques, we are bound to report that our checking indicates they work . . . for Milt Blackwood.

Reading between the lines, however, it would seem that similar bits of showmanship and creative salesmanship would get most salesmen an audience with hard-to-see prospects when these conditions are met. . . .

. . . whenever you excite the prospect's curiosity with an item or idea closely related to his business or personal interest.

. . . whenever you take the time to research the business and personal habits of prospects and relate your showmanship to them.

. . . whenever you see that your creative salesmanship is *timed* for maximum impact and delivered in good taste, with understanding humor, with the confident expectation that the sales talk it introduces is every bit worth listening to.

These were Milt Blackwood's thoughts when we talked to him the other day.

The End

New FTC Crackdown on Careless Ad Allowances

You cannot justify unequal advertising allowances by pleading you are meeting competition "in good faith," even though that argument sustains other unequal deals.

If you furnish larger advertising subsidies to some of your distributors than to others, don't try to defend the discrimination by saying that you are merely meeting competition "in good faith," even if that's precisely what you are doing. That defense, says a recent decision by the Federal Trade Commission, does not apply to an advertising allowance.

The Supreme Court, you may recall, let Standard Oil Company of Indiana cut prices to selected gas stations even if doing so injured competing stations. A company, it ruled, may discriminate to hold the customer who points out that he can buy cheaper.

In forbidding price discrimination, the Robinson-Patman Act specifically prohibits two disguises for it: If you provide (a) advertising allowances or (b) "services or facilities," you must offer them to all your customers "on proportionally equal" terms. But, under the latest decision, the "good faith" defense holds up only on behalf of two of these: direct price cuts, furnishing services or facilities—window displays, faster shipping, a better break on sales premiums.

Special Deals Out

The complaint had been filed against Henry Rosenfeld, Inc., a New York City merchandiser of women's dresses. Rosenfeld had no master plan to finance retail advertising on proportionally equal terms but, like others in the industry, offered an allowance when he judged it would clinch a sale.

The commission found against him on two counts:

1. You can't vary allowances catch-as-catch can. If you offer them at all, you must do so under a program that assures your customers "proportionally equal" treatment.

2. Promotion allowances are no weapon for meeting competition. FTC here quotes the statute, which, sure enough, applies the defense thus:

" . . . nothing herein contained shall prevent a seller rebutting the *prima facie* case thus made by showing that his lower price or the furnishing of goods or services or facilities to any purchaser or purchasers was made in good faith to meet an equally low price of a competitor or the services or facilities of a competitor."

You'll find supplier-financed advertising in all these fields: groceries, clothing, home furnishings, appliances—the merchandise featured most in daily newspaper and radio spot advertising.

Literal Approach

In dealing with the "good faith" defense, the commission follows a well thought out strategy. It interprets its applicability by interpreting the statute with painstaking literalness. From time to time, the court restores what it seeks to eliminate. FTC holds:

1. You can't discriminate to meet general competition. You must specify "a competitor" since that term is the one to be found in the statute.

2. You can't discriminate to help a retailer meet his competition, but only to defend yourself.

3. Though it might be necessary to undercut to hold the customer, the statute does not let you if it means discriminating.

The defense FTC tries to restrict may, in effect, be wiped out altogether by Congress. A bill sponsored by Rep. Wright Patman (D. Tex.) and Sen. Estes Kefauver (D. Tenn.) voids it if the commission proves that the discriminations complained of tend to "injure competition." That's something FTC must prove anyway so that, under the bill, the defense becomes thoroughly empty. The House has passed it and the Senate may.

The End

Showcase Specials by Gair



OLD BOURBON-NEW LOOK. Gair-Reynolds Foilene, gravure printed by Gair, adds a new luster to this gift carton for Old Grand-Dad bourbon whiskey. The carton, by the way, won a First Prize in this year's Folding Paper Box Association of America Competition.

The distinguished graphic design was created by Gair for National Distillers Products Corp. It's printed in five colors on silver Foilene. The carton's easy tuck top and sturdy Quickset bottom construction makes for quick, safe handling.

Maybe you've got a product that needs something special in the way of a carton. Costs nothing to talk to the man from Gair about it.



A STICKY BUSINESS NO LONGER. Curtiss' chocolate covered jelly strings get special treatment in their new Gair carton.

Inside story here is Gair's chocolate glassine board. The glassine is laminated to a white Gaircote news back board that brightens the eye appeal of Curtiss Candy Company's graphic design. Carton is reverse tuck style with acetate window.

If yours is a hard-to-handle product, why not find out what Gair cartons made from our special boxboard can do. No obligation, of course.



GILDING THE LILY. Mary King line of cosmetics, produced by the J. R. Watkins Co., is a big seller to discriminating women throughout the country—due to its excellent quality and attractive packaging. The use of foil enhances the package design, makes customers conscious of the quality product within the carton. And, along with the luxurious look of foil-laminated board, J. R. Watkins gets the economies of folding carton construction. For a carton that fits your product, your market and your pocketbook, get in touch with a man from Gair.

Gair Package Analysis is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.



GAIR creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS
Robert Gair Company, Inc. • New York • Chicago • Los Angeles



THREE GENERATIONS — grandfather Walter, son Waith, grandsons Larry and Bobby — with four of the six tractors which equip this productive Iowa farm.

Fast-growing U.S.A. heaps new demands on Midwest Food Basket

The Midwest has always figured prominently in making the U.S. the best-fed nation in the world. The job is getting bigger and bigger, but farmers like the Becks of Danville, Iowa are more than equal to it.

Through mechanization, scientific methods and improved management, Midwest farmers are taking in stride the extra demands being put on their productive capacities by a 3,000,000-a-year growth in U.S. population.

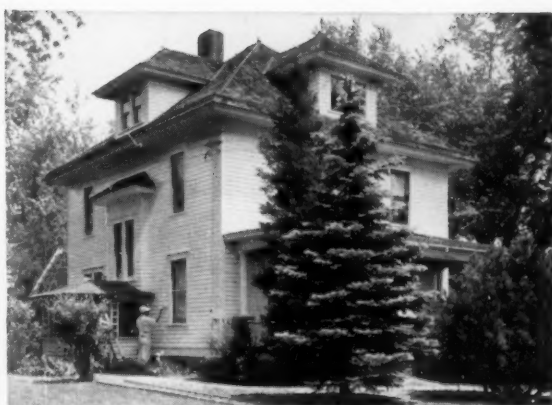
They can do it, because they have the fertile acres and the know-how that produced \$9.7 billion in cash income in 1954, 67% above the average for

the other 40 states. Average Midwest farm income that year was \$9,168 compared with \$5,568 for farms in the rest of the nation.

In the next 20 years U.S. population will climb to 228,500,000 — 63,000,000 more than the present population of all the states west of the Mississippi River plus Illinois and Wisconsin. These years belong to the Midwest. Your golden sales opportunity will be here, in this Golden Area of agriculture. For mass coverage of this class market, advertise in the Midwest Farm Paper Unit, *first choice* with readers, dealers, and advertisers — one order, one plate at substantial savings in rates.



TWO HOMES—newly refurbished and repainted—keep three generations going on the 400-acre Beck farm in the prosperous Danville area. The Becks are expanding their operations by turning profits back into capital improve-



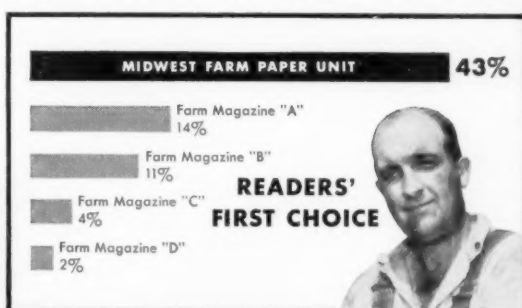
ments. In the last 12 months they've bought two tractors, a cultivator, two wheel discs, a truck, and a 42-foot mounted harrow that enables one man to cover 120 acres in an afternoon. Yes, farming is **BIG BUSINESS** in the Midwest.



TYPICAL of Midwest farmers' modern operations is this \$4,000 corn batch drier. The drier takes 370 bushels of shelled corn direct from the field and dries it for storing in just three hours. In season, the Becks push through four batches a day, storing the corn in a new 24,000-bushel steel quonset grain bin.



THE BECKS SPECIALIZE in feeding cattle (500 head a year) and fattening hogs (700 annually). Hydraulic-dump wagons haul harvested crops from the fields and grain to cattle.

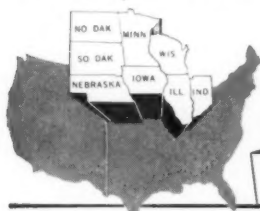


THE MIDWEST FARM PAPER UNIT is first choice with farm families like the Waith Becks. A survey of 6,049 Midwest farms—supervised by Batten, Barton, Durstine & Osborn, Inc.—shows Midwest Unit Farm Papers preferred 3 to 1 over the second ranking farm publication.



THE BECK FAMILY shown here is proof that it's no problem to keep 'em down on the farm in the Midwest, where farming's big business and every member of the family is an active member of the "board of directors".

Advertise ^{most} where **FARMING IS BIG BUSINESS AND GOOD LIVING**



MIDWEST Farm Paper UNIT



SALES OFFICES AT:

35 E. Wacker Drive,
Chicago 1... 250 Park
Avenue, New York 17,
New York... 110 Sutter
Street, San Francisco 5...
672 South Lafayette Park
Place, Los Angeles 57.



want to cook up sales in the suburbs?

Woman's Day gives you concentrated circulation to bite into the suburban market

Here are facts that can stir up more business for you: In the 22 metropolitan markets* grossing over a billion dollars in sales, *Woman's Day* gives you more suburban readers for your advertising money than any of the other top women's service magazines.

Woman's Day is ahead . . . and with good reason. Its distribution method is completely unique: sold only in A&P stores, to A&P customers . . . 100% single-

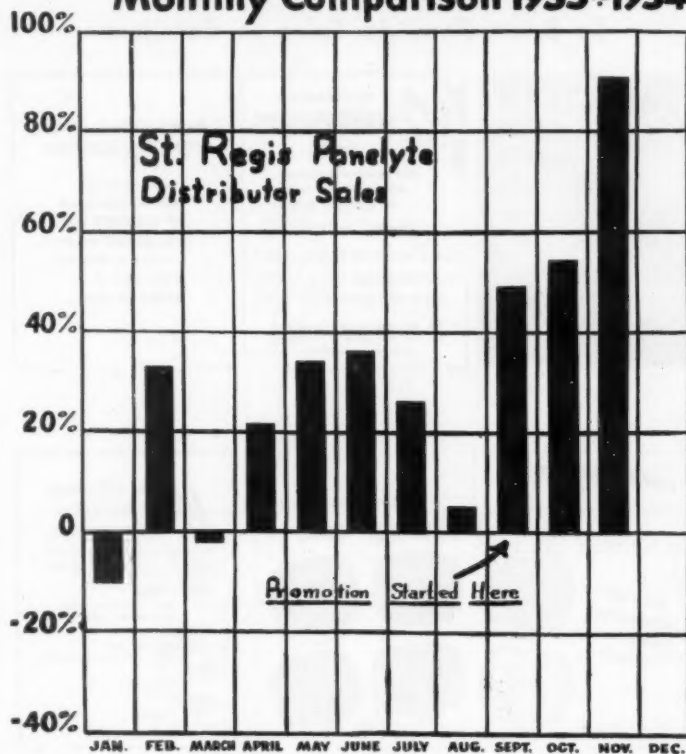
copy sales. As A&P opens store after store in the suburbs, *Woman's Day* automatically goes along. The more suburban customers for A&P, the bigger the suburban audience for *Woman's Day*. It's easy to understand why, for selling the suburban market, *Woman's Day* is your best bet. It makes every advertising penny pay off . . . with every single issue.

**Sales Management*

woman's day
the A&P magazine



Monthly Comparison 1955 vs 1954



MORE THAN A TEMPORARY INCREASE: While St. Regis Panelyte's first packaged sales promotion for distributors increased sales 78% over the same period in 1954, even more important is the fact that sales have continued at a rate of 15% higher ever since.

St. Regis Panelyte Finds Sales Voltage In Packaged Distributor Promotions

A "Fall Harvest" drive—first of its kind for the industry—chalked up a 78% increase in sales, immediately established a pattern for intensive short-term promotions. Object: To awaken distributors to a vast potential market.

BY ALICE B. ECKE

"The most successful sales campaign in the experience of Panelyte distributor sales."

This appraisal of the results of a "Fall Harvest Promotion" sponsored by Panelyte Division of St. Regis Paper Co. last year was made by E. J. Carow, manager of distributor sales for the division, in a report to management.

While the immediate results of the campaign were newsworthy in themselves, the longer-range significance to the company's experience is this: Panelyte Division sees itself possessed of a brand new approach to its distributor sales program. A second special promotion just came to a close and a third is now being planned for fall.

What happened: The eight-week promotion (September 15-November 15) produced a 78% increase in sales over the same period in 1954, and a 51% increase over any other eight-week period during 1955.

"More important," says Carow, "is that we were thus able to retain our position among the four leading producers in the industry, and to achieve volume without damage to our pricing policies. This was accomplished at a time when the decorative plastic laminate market has been more sharply competitive than at any time in the past."

The decorative plastic laminate industry has developed into a \$70-to-\$80-million-a-year business. Formica, made by The Formica Co., recently acquired by American Cyanamid Co. as a wholly owned subsidiary, is the

oldest and largest producer. While industry volume figures are not available for individual companies, reports indicate that Textolite, made by General Electric Co., Micarta, made by Westinghouse Electric Co., and Consoweld, made by Consolidated Water Power & Paper Co., in addition to Panelyte, are among the other leading plastics sold through distributors.

Panelyte's growth: The St. Regis Panelyte Division is 25 years old, but not until 1950 did it enter the decorative plastic laminate field to any marked degree. Up to that time it had concentrated more on industrial laminates and Thermoplastics. The St. Regis Panelyte Division is the largest supplier of plastic parts to the refrigerator industry. It also supplies the automobile industry with such products as shift lever knobs, radio panels and printed circuit panels.

With the recent acquisition of a new plant in Dexter, Mich.—Michigan Panelyte Molded Plastics—and the plants of the Cambridge Panelyte Molded Plastics Co., the company is now in a position to supply an entire range of plastic parts, covering more than 1,400 applications, to the automobile industry.

In 1950, decorative plastic laminates for work surfaces and for furniture were not widespread. Now the demand has spread into many fields, including schools, hotels, motels, restaurants, public buildings as well as in the home.

Today Panelyte has 70 distributors. Broken down percentage-wise, they are 25% plywood, 25% floor covering and metal molding specialty items, and 50% general building materials.

Broad-scale advertising of Panelyte began early in 1954 and distributor sales in that year increased 60% above 1953 sales. While this was a substantial increase, Panelyte management estimated that distributor sales did not reflect to the maximum the increasing popularity of decorative plastic laminates. Distributor salesmen were not enthusiastic about selling them. Apathy on the part of distributor salesmen in selling Panelyte, says Carow, was not traceable to lack of knowledge of the product and sales potentials. Panelyte, like all other laminates, is generally a secondary item in the distributors' business. Furthermore, the job of bucking Formica was difficult and discouraging.

Specifically, Carow points out, distributor salesmen not only had to sell the product, Panelyte, but they had to sell the dealer on stocking it. This posed a number of problems: Laminate sheets are difficult to handle and

Distributors Used This Flip-Chart To Boost Panelyte Sales to Retailers



YOU CAN HARVEST SUPER-PROFITS THIS FALL

WITH PANELYTE'S SEASONAL INTRODUCTORY COLOR PLATING THE *Colorful NEW Harvest* PATTERN

Direct Factory-to-You shipments in 10-sheet cases of the 20 most salable colors and patterns

at an amazing saving

OVER REGULAR PRICES

Harvest FESTIVAL OFFER GOOD FOR 60 DAYS ONLY

-- to acquaint you with the Sales Appeal of PANELYTE'S smart new *Harvest* pattern -- in 6 lovely decorator-styled colors of striking eye-appeal

and here they are....

the **PANELYTE** *Harvest* COLORS

modern, fresh styling that adds a colorful note to any home!

14 OTHER (PANELYTE) COLORS ALSO AVAILABLE AT THE SAME TERRIFIC SAVING...

(to help you round-out your 10-sheet orders with other patterns and colors you may need)

IRISH LINEN:
GRAY - CHARCOAL - PINK
TAN - GREEN - YELLOW - RED

CRYSTAL:
YELLOW - RED
GRAY (MOTHER-OF-PEARL)

MYTH:
BLACK - RED - GRAY

CAMEO:
YELLOW

THE PANELYTE Harvest

STYLING STORY WILL REACH 10 MILLION READERS IN MAGAZINES LIKE "BETTER HOMES" AND "SATURDAY EVENING POST"

and

WITH EVERY "HARVEST FESTIVAL" ORDER YOU GET **FREE** *Selling Aids....*

- ★ COUNTER DISPLAYS
- ★ NEWSPAPER AD MATS
- ★ ENVELOPE STUFFERS
- ★ INSTRUCTION BOOKLETS

ONLY 60 DAYS TO CASH IN ON THIS FAST MOVING INTRODUCTORY OFFER

the PANELYTE Harvest Festival GIVES YOU...

- ★ DIRECT FACTORY SHIPMENTS
- ★ 10-SHEET CASES
- ★ YOUR CHOICE MIXED COLORS
- ★ FREIGHT PREPAID NO GRATING CHARGE

PROMOTION PRICED!

OUR FIRM IS PASSING ON TO YOU OUR SAVINGS IN HANDLING AND DELIVERY COSTS IN ORDER TO MAKE THIS SPECIAL OFFER POSSIBLE

for 60 days only

00¢

PER SQUARE FOOT

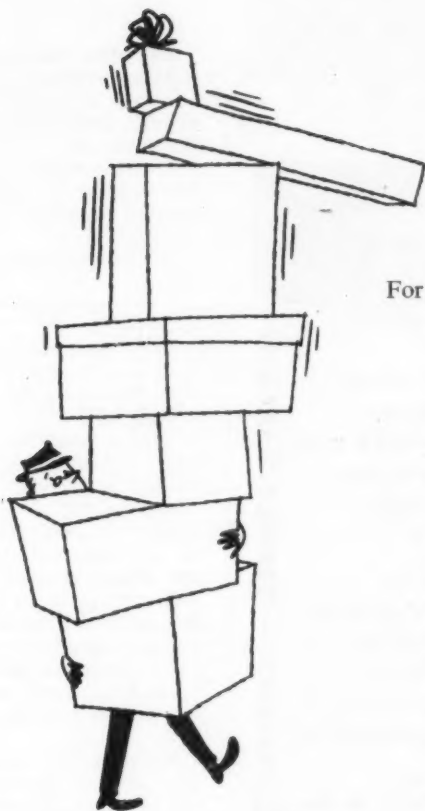
Subject to order in 10' x 20' or 30' x 120' and you use only colors, two!

SPECIAL PRICE OFFER Ends November 15th

RE-ORDERS AT THE HARVEST FESTIVAL PRICE WILL BE ACCEPTED ONLY UNTIL THAT DATE

GET YOUR SHARE OF THIS SUMMER Harvest OF EXTRA-PROFIT!

PLACE YOUR Harvest Festival ORDER TODAY!



For your gift lists—business, employee, personal—be sure to consult SALES MANAGEMENT's special **business gift issue**, off the press September 10.

You will find it a useful source for gift-giving ideas. All manner of gifts are pictured and described. You will see what **other** companies and executives are doing to build sensible gift programs—as a matter of policy.

Through this special issue of SALES MANAGEMENT your gift-giving requirements, modest or substantial, are certain to be satisfied.

The issue is called, significantly, "When a Corporation Says Merry Christmas." But chances are you will want to retain your copy throughout the year for its helpfulness in the matter of gifts, awards, incentives.

Goodwill is worth the planning.

Sales Management
THE MAGAZINE OF MARKETING

New York

Chicago

Santa Barbara

store. Machining and cutting the sheets to various sizes require tables and cutting equipment.

The consumer, too, was unaware of the many applications of Panelyte plastic laminate. Not enough educational work had been done to convince her of its benefits. Single product recognition in this field (Formica) was a strong and no doubt unconscious deterrent to distributor salesmen in selling a comparatively unknown decorative plastic laminate.

Panelyte's problem obviously was to convince distributor salesmen that the increasing popularity of decorative

plastic laminates represents a substantial sales potential.

The Panelyte sales organization is headed by C. Russell Mahaney, vice-president, St. Regis Paper Co., and general manager of the Panelyte Division. There are three sales staffs, one for decorative plastic laminates, one for thermoplastics and one for thermo-setting plastics. (See organization chart, page 74.) The decorative laminate division has a direct sales department (aside from the distributor sales operation) to service furniture manufacturers.

Carow points out that distributor salesmen are not equipped to handle furniture industry business because of the varied specifications and the need for a large element of custom service. The Panelyte salesmen who work with the furniture industry, on the other hand, are trained technicians who are qualified to work out production problems and counsel on application and installation.

The first packaged promotion to help distributors increase Panelyte sales was the development of "The Harvest Festival Promotion." It had five objectives:

1. To increase distributor sales 50% during the eight-week period between September 15 and November 15.
2. To introduce the new "Harvest" pattern.
3. To encourage dealers to stock Panelyte.
4. To focus trade and consumer attention on Panelyte.
5. To strengthen distributor relationships.

This is how the promotion was staged and timed to get the maximum results:

August 12: A letter signed by Carow announced the promotion to all distributor executives. It outlined the objectives, described the colors and patterns to be included in the promotion and stated that Panelyte salesmen would call on them within a week to present final details. A letter outlining details of the promotion was also sent to all Panelyte salesmen.


September 1: A follow-up letter was sent to distributor executives and salesmen. This letter announced a cooperative incentive program for distributor salesmen: Panelyte paid salesmen \$1 for every 30" x 120" crate of Panelyte sold and \$1.50 for every 48" x 120" crate on condition that the distributor pay an equal amount. The distributor's contribution, like that of Panelyte, was extra compensation over and above what the salesmen normally received. The potential benefits were considerable. The cost was small, less than 1% of sales. For example, a 48" x 120" crate selling at 42 cents a square foot yielded \$168. The distributor's payment of \$1.50 equaled only 0.9% of sales.

The incentive program included an extra appeal: Some salesmen and his wife would win a six-day de luxe vacation in Bermuda or \$500 in cash. Into this part of the program Panelyte injected the element of chance as well as ability. The winner was deter-

**shake hands with your
top salesman**

EVERY TYPE OF SALES DISPLAY FOR EVERY TYPE OF PRODUCT

If you have a point-of-sale plan...you'll want him!

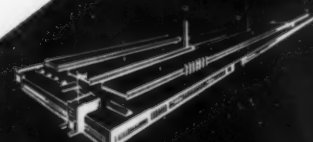


If you have a point-of-sale problem...you'll need him!

IDENTIFY • SERVICE • DISPENSE • DEMONSTRATE • THEY DISPLAY

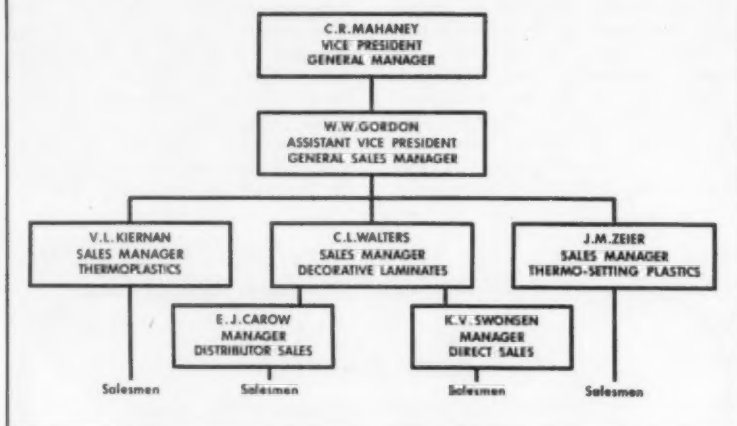
**ADVERTISING
METAL DISPLAY CO.**

Complete Design & Engineering & Volume Production Facilities



CHICAGO 58 • 4673 W. NINETEENTH ST. • BISHOP 2-1242 • NEW YORK 10 • 2 E. TWENTY-THIRD ST. • ALGONQUIN 4-1295

PANELYTE DIVISION
ST. REGIS PAPER COMPANY
SALES ORGANIZATION



with an eye for a tie knows . . . his tie is in the eye of the public—the most noticeable thing he wears—and the right knot, well tied, pays big dividends for the man who wants to make the most—and the best—of his appearance."

October 3: A letter was sent to

distributor salesmen's wives. Enclosed was a Bermuda travel folder, reminding them that they could be the winners of a Bermuda vacation.

October 10: This was the midway in the promotion. A memorandum was sent to distributor salesmen, with a supply of letterheads and a sample

letter for them to sign. It was suggested that the letter be sent as a follow-up to all dealers who had not placed an order when they were last called on. Panelyte provided the stationery and distributors the postage.

October 14: A letter went to distributor salesmen, reminding them to call on their best prospects.

October 21: Distributor salesmen received another follow-up letter, listing ways to overcome the most common objections to placing an order and suggesting four ways to ask for an order. Sales tools prepared by Panelyte for distributors to send to dealers were also forwarded. Included with them was a final order blank.

October 28: Another message was sent to distributor salesmen's wives—a post card mailed from Bermuda.

November 2: A letter on Bermuda stationery from Carow was sent to distributor salesmen's wives, reminding them again that a Bermuda vacation could be their prize.

November 3: Carow sent a letter to distributor salesmen, telling them about the success of one salesman and enclosing a sample Harvest Festival certificate which each salesman received after he sold five crates of Panelyte. The stub on the certificate gave him one chance in the drawing.

November 7: All dealers who bought crates of Panelyte received a letter from Carow, urging them to take advantage of the promotion and reminding them that there was only one week left. They were told that orders placed at this time would be credited to their respective distributors.

November 9: Distributor salesmen received a letter asking them to use the telephone to increase their coverage during the last week of the promotion. Each salesman was asked to devote the first hour of each day to telephone calls and to concentrate on dealers who had not purchased crates.

November 11: Harvest Festival Promotion crate buyers received a follow-up letter, inviting them to "place a collect telephone call through to the Panelyte office nearest you." They were assured that their respective distributors would be credited with the orders placed.

November 13: Each Panelyte salesman received a letter with a list of customers in his territory who had not placed orders. He was asked to telephone each one of them if he had not already received a call from them, in an effort to put through more orders before the promotion ended. Concentrated telephone calls during the last week of the promotion produced two and a half times more business than in any previous week.

Nearly 55,000 Farms

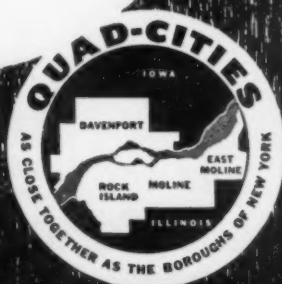
are located within WHBF's 31-county
(25,000 sq. mile) coverage area. 14
of these counties are among the top
200 in the nation in Gross Cash Farm
Income. (Sales Management 1956.)

CBS FOR THE QUAD-CITIES

WHBF AM TV

ROCK ISLAND, ILLINOIS

REPRESENTED BY AVERY KNODEL



"Results of our first packaged sales promotion for distributors were very encouraging," says Carow. "It produced more than a temporary increase in sales. The long-term gains we anticipate are equally as important, if not more so. It was a means of equipping our distributors to open—and keep—many new accounts and a means of making our product more talked about at the retail level."

While sales increased 78% over the same period in 1954, even more important, Carow points out, "is the fact that sales have continued at a rate of 15% higher ever since."

Because of the name of the new Panelyte pattern—Harvest—and because of the season of the year, the timing of the Harvest Festival Promotion was highly effective. Panelyte's experience had indicated that a new pattern takes at least six months to penetrate the channels of distribution and produce any volume. The technique of using the introduction of a new pattern as the background for a full-line promotion cut the introduction period from six months to two months.

During the promotion Panelyte accepted orders for crates of mixed color sheets of Panelyte, for drop shipment to distributors' accounts. It

allowed from 2 to 10 different colors in a crate, with the condition that 10 sheets of one size per crate be ordered. This special service was limited to the 20 fastest selling colors and patterns and to 30" x 120" and 48" x 120" sizes. St. Regis prepaid the freight and there was no crating charge.

By permitting dealers to order mixed colors and patterns in crates, Panelyte achieved a "first" for the decorative plastic laminate industry. "This move," Carow points out, "represented a new packaging concept. Most dealer-fabricators do not have the capital to invest in a representative stock of all colors and patterns. Since they were unable to benefit from crate purchases and still have a wide selection, they did not stock sheets of decorative plastic laminate, depending on their distributor source of stock. This practice reduced consumer exposure to the minimum."

During the promotion trade and consumer attention was focused on Panelyte through the use of more than 1,000 counter displays on the part of the dealers. Dealers arranged for window displays for the first time. They also made good use of all sales tools prepared by Panelyte.

Panelyte's relationship with its dis-

tributors was considerably strengthened through the Harvest Festival Promotion. It provided the first opportunity for Panelyte salesmen to have concentrated contact with distributors and their salesmen. It offered special incentives; proved to be an opportunity for accelerated sales emphasis which opened new accounts for distributors and reactivated old ones.

The advertising program to back up the special sales promotions for distributors was aggressively started in 1954. It is designed to gain position in the market. An annual budget of \$350,000 has been appropriated each year since then.

Advertisements to the trade, through Cunningham & Walsh, Inc., are run in *School Equipment News*, *Upholstering*, *NAHB Correlator*, *Home Craftsman*, *Retailing Daily*, *Flooring*, *Building Supply News*, *American Lumberman*, *House & Home*, *Sweet's Catalog*. These national consumer magazines are used: *Popular Science Monthly*, *Mechanix Illustrated*, *The Saturday Evening Post (Show-House)*, *Living for Young Homemakers*, *The American Home*, *Better Homes and Gardens*, and *Family Circle Magazine*.

The End



Sample No. E-56
Size closed
3" x 4 3/4"

Not just during the Holiday Season . . .

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

ADVERTISING CORPORATION OF AMERICA
Manufacturers . . . Easthampton, Mass.
OFFICES IN NEW YORK • CHICAGO • PHILADELPHIA

NOW IS THE TIME TO BUY



Now is the time . . . because, by the time you get your Eastman color film commercials produced, and release prints delivered, motion picture theatre attendance will be exceeding 70,000,000 people per week. Just imagine! You can reach a substantial part of that captive audience of seventy million people a week with a made-to-order Eastman color film commercial.

Remember, according to the Sandler Study of Motion Picture Audiences, approximately 60% are people between the ages of 15 and 35 years, the *spending years*.

Also, when you use MPA-Screen Broadcasts Advertising, you are in company with several of the Top 100 national advertisers, and, in addition, you get such advantages as . . .

1. **PROTECTION AGAINST COMPETITIVE ADVERTISING.** Only one advertiser for each product classification in theatres selected.
2. **MINIMUM COMPETITION FOR ATTENTION.** There is a limit of 3 to 5 non-competing advertisers in a theatre for a full week.
3. **FLEXIBILITY.** You can use as little as one theatre a week or as many as 16,000 theatres a week.
4. **DRAMATIC USE OF COLOR.** Made-to-order Eastman color films can be produced in our modern air-conditioned studios, or in a studio of your choice.
5. **COVERAGE.** A yearly cumulative audience that equals 90% of the persons in a community over 15 years of age who are mentally and physically able to attend theatres.

More information furnished on request

**MOTION PICTURE
ADVERTISING
SERVICE CO., INC.**

1032 Carondelet St.
New Orleans, La.

79 E. 45th St.
New York, N. Y.

MAIL PROMOTION

BY JANET GIBBS

Sales Promotion and Direct Mail Counsel

The Mailing Package

We promised you more about mailing packages and here 'tis. But with space limitations, and because we are not production experts, we can only highlight some do's and don'ts to stimulate your thinking.

In the June 1 issue we listed elements to be considered in making a choice of format. Most widely used, of course, is the letter.

How long has it been since you've taken a second look at your letterhead? It's your salesman—but what kind of an impression does it make?

Whether you use offset, letterpress or the more costly engraved letterheads, you can get a look of quality with proper selection of paper, typography, design and color. By all means include your trademark . . . in fact, it should be used on all stationery. Color and design depend on the nature of your business, too. An undertaker would hardly use a red, white and blue letterhead . . . but a label manufacturer might!

Envelopes are an important part of the mailing package. We've talked about this before but when smart mailers like *American Heritage* claim it pays off to invest in a four-color process illustration on the back of the envelope; mail-order folks like *Atlantic Advertising* continue to sell products on the outside of envelopes; *Reader's Digest* uses a widely publicized "gimmick" featuring two cellophane windows in a #10 envelope—the one oval window revealing the address and the other window to the left flashing a brief message printed on an enclosure—then *it's time to re-examine your mailing package* to find out if you're taking advantage of legitimate sales tools. Good format is a sales tool.

DOUBLE DUTIES

Folders may be used for enclosures and as self-mailers or broadsides. In the accompanying box are some ideas of simple formats.

There are trick formats and folds, of course, but be careful in using them for you can use a trick folder that will make a fast impression but

kill your story. Your reader will remember the format and forget your sales "talk." Continuity in copy is sometimes made difficult, too!

Sure, folders and letters enclosed in envelopes usually outpull self-mailers. But this is something you will work out yourself; cost and sales are going to be the final persuaders.

PAPER SELECTION

This is really a subject for a book, but we'll hit a few high spots you should consider. With an almost endless variety of colors and finishes offered, just about three really qualify for folders or self-mailers.

Vellums and Bonds: Vellums are about ideal. They fold well, usually have a brightness that appeals and good opacity.

Watch this business of folding, especially if you're using solids or if the mailing piece is to have more than one-time use.

The need for opacity is evident. If you print two sides, show-through can ruin you. Usually, you'll use 70-pound weight (or over). Vellum prints well on letterpress or offset. Best by offset if you use half-tones.

Bond Paper: Strong, it folds even better than vellum but often lacks opacity. Prints best by offset; best weights to use are 20- or 24-pound.

Book Papers: Top quality letterpress printing on coated paper is still the ideal combination but folding is your problem. Sometimes you can help solve this by scoring for ease in folding. Better talk this over with your artist and production man—both can help in this situation.

Coated Papers: Definitely opaque, usually 60- or 70-pound weights are used, although for quality impact an 80-pound stock helps.

Offset coated papers perform pretty much the same way except, perhaps, they are not quite so white.

Antiques or Text Papers: These are available in a great variety of colors and finishes. They are soft and too often the most distinguished

sheets lack opacity. Most antiques can be printed letterpress although you may have trouble with half-tones over 100-line screen.

Offset Papers: Nearly perfect for folders and self-mailers. Fold well, good opacity and priced well, too.

Fifty- and 60-pound offsets are sometimes adequate; 70 is safer and 80 is tops for large folders or mailers.

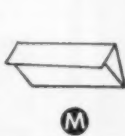
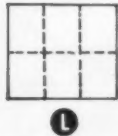
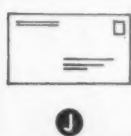
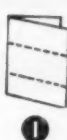
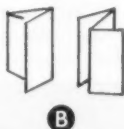
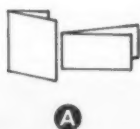
Cover Papers: Widest range of colors, finishes and costs! Top wearing qualities; usually best used with parallel folds, with the grain of the paper. Weights from 80 pounds up need scoring before folding—an extra operation. You may find that weights over 100 pounds will have to be hand-folded. Smooth covers are fine for letterpress, but be sure half-tone screen is no finer than 120. Almost all cover papers do well for offset.

Paper information from D.M.A.A. handbook on "Folders and Broadsides."

NEXT ISSUE

Govt. Restrictions
and still more
about your mailing package

DOUBLE-DUTY FORMATS: (A) Four-page folder. Folded on either long or short side. (B) Six-page folder with short fold. Attention-getting fold can be used on top or bottom. (C) Six-page folder. Two types are shown here. (D) Eight-page folder requires only two folds. The second may be short fold. (E) Eight-page folder. Variety can be secured by folding in different ways. (F) French-fold. Used to give bulk and impressiveness. Economical, printed one side. (G) Booklet. Cover may be trimmed flush with inside pages or overhang. (H) Eight-page booklet. Indented pages made by making two short folds of different width on separate sheet and inserting. (I) Four-page letter. First page usually carries letter, inside pages illustrate advertising or sales story. Folds to fit #10 envelope . . . or use back sheet for mailing labels and fold in half to become self-mailer. (J) Oversize post cards. Look up post office specifications. (K) Broadside with short fold carries interest from outside to inside spread. (L) Broadsides usually folded down to become self-mailers open out flat to form a single ad. (M) Two-fold. For small broadsides or mailing cards sealed at bottom. (N) Three-fold mailing piece. Return card is incorporated as a bottom fold.



KEEP PAPER COSTS DOWN

Use standard size sheets, select folder sizes which cut out with a minimum of waste. Your paper dealer or printer can be of great help here but tell him the effect you're looking for, the budget, etc. Here are some basic stock sizes:

Vellums and Bonds: 17" x 22", 22" x 34", 34" x 44".

Book Papers: 25" x 38", 28" x 42", 35" x 45", 38" x 50".

Cover Papers: 20" x 26", 23" x 35", 26" x 40", 35" x 46".

Measure your mailing piece, divide its dimensions into these sizes but remember to . . .

. . . add $\frac{1}{8}$ " to every edge of your folder that bleeds to allow for cutting.

. . . subtract $\frac{1}{2}$ " from the short dimension of the sheet to allow for gripper room on press . . . if possible allow $\frac{1}{8}$ " on other three sides to allow for trimming rough edges.

Watch grain of paper. Most grains run the long way (for example, 17" x 22" the grain runs the 22" way). Cover stocks should fold with or along the grain, but not quite as important on lightweight stocks.

"The more
you say, the
less people
remember."

Francois Fenelon



So let's be brief.

Reply-O-Letter is a better letter—'cause readers find the reply card at their fingertips, and they needn't sign their names to reply.

Reply-O's creative staff is second to none. Their brains are yours to use, free of charge.

If you have a continuing need for good direct mail, we hope you'll remember this brief message when your next mailing comes up.

23rd year of Service to
organizations in every field
CARNEGIE ENDOWMENT for INTER. PEACE
NEW ENGLAND JOURNAL OF MEDICINE
ATOMIC DEVEL. SECURITIES CORP.
EQUITABLE LIFE, NEW YORK
WILLMARK SERVICE SYSTEM
POPULAR MECHANICS
AIR REDUCTION
BELL & HOWELL

the
reply-o-letter

7 CENTRAL PARK WEST
NEW YORK 23, N. Y.
CIRCLE 8-8118

Sales Offices:
BOSTON • CHICAGO • CLEVELAND • DETROIT • TORONTO



WORTH WRITING FOR...

**Booklets, surveys, market analyses, promotional pieces
and other sales literature useful to marketing executives.**

A New Appeal for Sales Meetings, conventions, regional or district meetings, group get-togethers: Information about the specialized services of the Georgian Bay Line's Great Lakes convention cruises. Case histories point to these advantages of planned cruises: better attendance, greater accomplishment, more interest, friendlier atmosphere, convenience, enthusiasm, low cost. Among the companies that have used these services are General Mills, Inc., Metropolitan Life Insurance Co., Detroit Timken Silent Automatic Heating Division, Graybar Electric Co., Westinghouse Electric Co. and E. & B. Brewing Co. For the detailed file, write to N. L. Chinnock, Georgian Bay Line, Foot of Woodward Ave., Detroit 26, Mich.

Chart Presentations: The why and how of making them by Jean De Jen, president of Oravizual Co., Inc., in which he explains the great flexibility of charts as visual aids for group communication—how they can help focus and hold attention; list facts and statistical data which the audience can group at a glance and retain as vivid mental impressions; clarify, emphasize and dramatize ideas; act as guides throughout a presentation. He explains and illustrates how a chart can illuminate, instruct, convince and enthuse and how it can also frustrate, deceive, distort or confuse—depending on the skill or intentions of its maker. Common

errors are described and illustrated. Included are numbers of good examples of chart presentations such as how to make a chart illustrate only the high points of a talk—not the entire talk; how to make listeners remember the main features of a product; how, during a conference-type meeting, to write down suggestions and points for discussion which need emphasis; how to make charts as you talk. There is also detailed information about how to design various types of charts—cardboard, turnover charts, etc.—and what tools to use to design them; what types of easels to use to add to the success of a chart presentation. Write to Jean De Jen, President, Oravizual Co., Inc., Box 609, Station A, St. Petersburg 2, Fla.

Growth and Prosperity in Five Midwest Cities — Flint, Mich., Fort Wayne, Ind., Waterloo, Ia., Madison, Wis., and Decatur, Ill.: 1955 annual report published by Federal Reserve Bank of Chicago and presented by Fort Wayne Newspapers, Inc. These cities, the report points out, illustrate growth in the medium-size group, which all told includes close to a fourth of the Midwest's population. They have all done exceptionally well recently, though they are by no means the only vigorous and growing communities in the Seventh Federal Reserve District. This district now has 31 communities which, by the Census Bureau's defini-

tion, are "standard metropolitan areas." These are cities over 50,000 and the counties which include them and their environs. Most metropolitan areas have farm as well as urban populations and economic activities. The Federal Reserve Bank's studies are the urban segment of the local economy. Decatur is described as a city in transition; Fort Wayne, as a city of maturity with hard goods; Waterloo, as a city with two plants plus; Flint, as an exception to prove the rule; Madison, as a city with blackboards, test tubes and typewriters. For the full report, write to Paul H. Knapp, Manager of General Advertising, Fort Wayne Newspapers, Inc., Fort Wayne, Ind.

Consumer Analysis of the Spokane Market: Eighth comparative report sponsored and published by *The Spokesman-Review and Spokane Daily Chronicle* as a service to advertisers, manufacturers and distributors. The data were gathered and compiled by the Market Research Division of R. L. Polk & Co. to provide up-to-date information on product usage, appliance and automotive ownership and brand preference of urban families living in and within a 150-mile radius of the city of Spokane. They are compiled for quick checks on preferences and distribution of products to see if they are up from 1954 and 1952. Brands covered: foods and beverages, soaps and cleansers, drugs and toiletries, homes and equipment, and miscellaneous. Dealer distribution data are shown for each brand receiving 1% or more preference in the total Spokane urban market. Included are purchase plans for the year 1956, with other information on homes, appliances, and automobiles. Owners and non-owners intending to buy are shown both in num-

to sell the Kansas farmer buy the

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

Kansas Farmer



bers of families and in corresponding percentages. Some of the highlights on business in Spokane: 1955 over 1954 shows department store sales up 7%; bank debits up 13%; employment up 9%; new families up 4%; postal receipts up 6%; real estate sales up 32%. For the full report, write to Norman P. Scott, Manager, General Advertising Division, *The Spokesman-Review* and *Spokane Daily Chronicle*, Spokane 10, Wash.

Profit in Air Cargo: Case histories of how businessmen save money and time by shipping large and small consignments by Clipper Cargo, published by Pan American World Airways. How air freight development has changed the concept of marketing is explained, together with information about who uses Clipper Cargo, what they ship and how they benefit from using it. Included is a cost comparison between air and surface shipping. Write to Harold Laird, Sales Promotion Manager, Pan American World Airways, 28-19 Bridge Plaza North, Long Island City, N. Y.

Profile of a Market for Direct Mail Efforts: A sample analysis of Kalamazoo, Mich., prepared by Milton S. Stevens, Inc., to show how selective list development is a scientific compilation of a national mailing list for the direct mail sales message. It shows what is unique about Kalamazoo, how its business is: unemployment, bank deposits, residential construction, socio-economic rating of neighborhoods, purchasing power, population flow, building activity, where customers are. Write Milton S. Stevens, Milton S. Stevens, Inc., 1691 Northern Blvd., Manhasset, N. Y.

The Sunday Comics: A socio-psychological study prepared for *Puck*, *The Comic Weekly* by Science Research Associates. The study was conducted in consultation with the Advertising Research Foundation, Inc. It gives the reasons why people read Sunday comics and, in a general way, explores the meaning of Sunday comics: the general nature of reading; comics as a medium of communication; the ways in which the comics are read; the comic reading experience; casual reading, non-reading and avoidance of comics; experience with advertisements; case studies; implications for advertising. Printed in a limited edition for \$10 a copy. Write to Robert P. Davidson, General Manager, *Puck*, *The Comic Weekly*, 63 Vesey St., New York 7, N. Y.

ACME'S

SALES SOAR 20%

in 3 Months



with

HEINN Loose-Leaf Binders

After one experience with a "do-nothing" catalog, the Acme Sash & Door Co., progressive Cincinnati distributor, switched to Heinn loose-leaf. Results were almost instantaneous—sales up 20% in 90 days! *And the extra sales volume offset Acme's entire costs of new catalogs in six months.*

When you have loose-leaf catalogs in Heinn binders equipped with easy-to-use indexing, all selling facts stay up to date and in sequence. Buyers quickly learn your line and follow your sales arguments—and respond with orders. Quotas that once seemed impossible become realities.



Excerpt from Heinn's copyrighted "Tribute to a Salesman"

A salesman's interests are as broad as the lives of the people he contacts. His opinions are strong, but he keeps them to himself until he finds a chance to tell every fact with tact.

The complete text is yours on request.

THE HEINN COMPANY
Information, please

Copyright 1956, by
The Heinn Company, Milwaukee

☐ Catalog Binders
☐ Salesmen's Catalog Binders (with handles)

☐ Have your representative call.

Name _____ Address _____ Firm _____ City _____ State _____

314 W. FLORIDA STREET
Probable Quantities

MILWAUKEE 4, WISCONSIN
Probable Quantities

☐ Indexes
☐ Price Books
☐ Counter Catalog Platforms

LIGHTNING STRIKES TWICE

in the EVANSVILLE AREA



Here's electrifying news... front page news! In less than a month two gigantic firms provided an unprecedented wave of optimism and prosperity for Evansville and the Area. Alcoa announced a \$80,000,000 smelter plant only 13 miles from Evansville, and Whirlpool-Seeger a \$19,000,000 expansion program.



Here's a Market
of nearly
1/2 Million people.

Looking for a Good Test Market?—Try Evansville!

Evansville qualifies in every respect as an excellent market for testing purposes. It is representative in size, isolated but easily accessible; diversified industries, distribution center, stable economy and rich in natural resources.

In the Evansville 16-county Market... There is NO Substitute For These Newspapers.



Represented Nationally by General Advertising Dept. Scripps-Howard Newspapers

POLAROID CORP., CAMBRIDGE, MASS.



Here's the premium that's
RED HOT!

The only camera that delivers a finished print in 60 seconds!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, used as a dealer loader, a consumer contest prize or an award for display placement, the Polaroid Land Camera really gets action! Top companies have used this camera with tremendous success. Write today for case histories.

60-second POLAROID® Land CAMERA

Premium Sales Dept. 58
Polaroid Corp., Cambridge 39, Mass.

Please send me more information, prices and case histories on the Polaroid Land Camera in use as a premium.

Name

Title

Company

Address

City State

EXECUTIVE SHIFTS IN THE SALES WORLD

Anchor Hocking Glass Corp. . . .
W. W. Smeck to v-p, sales.

Belnap & Thompson, Inc. . . .
Edward W. McCaskey to merchandise manager.

Fenwal, Inc. . . .
Allan S. Robertson to v-p, sales.

Electronics Corporation of America . . .
J. G. Romero to general sales manager, Business Machines Division.

General Foods Corp. . . .
Robert H. Davidson to national sales manager, Jell-O Division.

General Motors Corp. . . .
Herman F. Lehman, general sales manager to v-p and general manager, Frigidaire Division. C. H. Menge to general sales manager, same division.

B. F. Goodrich Co. . . .
Joseph A. Hoban to v-p, marketing, a new post.

Gulf Oil Corp. . . .
B. W. S. Dodge to director, advertising and sales promotion.

Kimberly-Clark Corp. . . .
E. A. Olson to marketing manager, Cellucotton Division.

Lily-Tulip Cup Corp. . . .
Walter Schreiber to sales promotion manager.

Scott-Atwater Manufacturing Co. . . .
R. D. Sharp to v-p, sales.

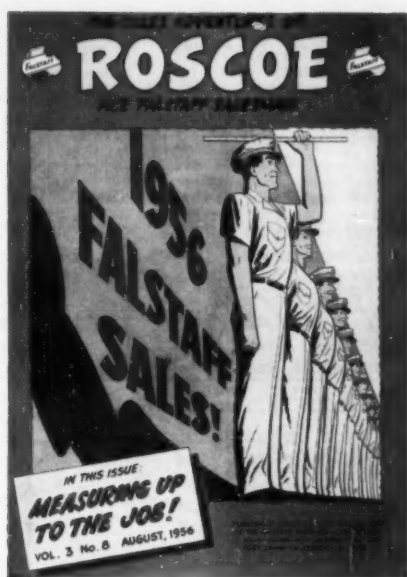
William Underwood Co. . . .
James D. Wells to general sales manager.

Westinghouse Broadcasting Co., Inc. . . .
Alexander W. Dannenbaum, Jr., to v-p, sales.

White Laboratories, Inc. . . .
F. M. Schwemmer to v-p, marketing.

SALES MANAGEMENT

TOOLS
FOR
SELLING



Comics Help Salesmen Get Down to Business

Fast moving, colorful and entertaining, this tailor-made comic-book program is not produced just for laughs. These books convey solid selling ideas to Falstaff route salesmen, ideas reflected in notable sales increases.

Today or tomorrow, 3,000 distributor route salesmen of The Falstaff Brewing Corp., will receive at their homes a brightly printed, eight-page, cartoon booklet, "The Sales Adventures of Roscoe, Ace Falstaff Salesman."

Each month the St. Louis brewer employs the fictional Roscoe and his sidekick Algy to instill a different sales instruction message. Recently Roscoe's tips have covered such topics as product information, point-of-sales display, multiple unit sales, good will, objections, and cashing in on complaints.

Roscoe was born in a 1950 sales booklet and slide film but did not begin his regular monthly appearances in Falstaff's cartoon booklet until March, 1954. The first mailing followed several months research into route salesmen's informational needs and illustrative data was accumulated on the warehouse, road, store and tav-

ern surroundings in which they work.

J. V. Fort, director of marketing training and sales promotion, has since developed a smooth running schedule whereby staff members of Falstaff and Vic Herman Productions, Inc.—New York City sales training specialists—confer on each stage of the books' preparation. The New York sales training consultants are thus enabled to meet artwork and printing deadlines without incident.

Sixteen years of pioneering in this medium has done nothing to incline the Herman account executives and writers toward "desk expert" roles. Each month they go into the field to experience at first hand the route salesman's daily routine—calling on outlets, selling, servicing, and placing display materials.

Byron Newton and Duke Erwin, assistant directors of marketing training, are consulted during preparation of each issue. Other Falstaff specialists

are called upon as required. A recent Roscoe adventure relating to carry-outs involved discussions with Robert Ottmer, chain store and military sales manager. A story called "Display Magic," brought in Roy Sherwood, point-of-sale director.

Background art for the cartoon panels is done from models and photographs of point-of-sale pieces which will be in use at the time the issue goes out. Close liaison is maintained between Falstaff's marketing training department and its advertising department so that Roscoe will not be seen driving past an outdoor board with a 24-sheet poster that is out of date.

Close attention is also given to the drivers' current interests, their family life, appearance, habits and modes of expression. Roscoe, who thus maintains his common touch, is a married man with a school-age daughter and just enough typical family joys and problems to keep him "one of the boys."

Proof of Roscoe's success as a sales training instructor comes back to Falstaff in various ways. When the firm canvasses drivers for ideas on future installments, they often comment on the series' past helpfulness in such words as, "It helps me sell the extra cases that count."

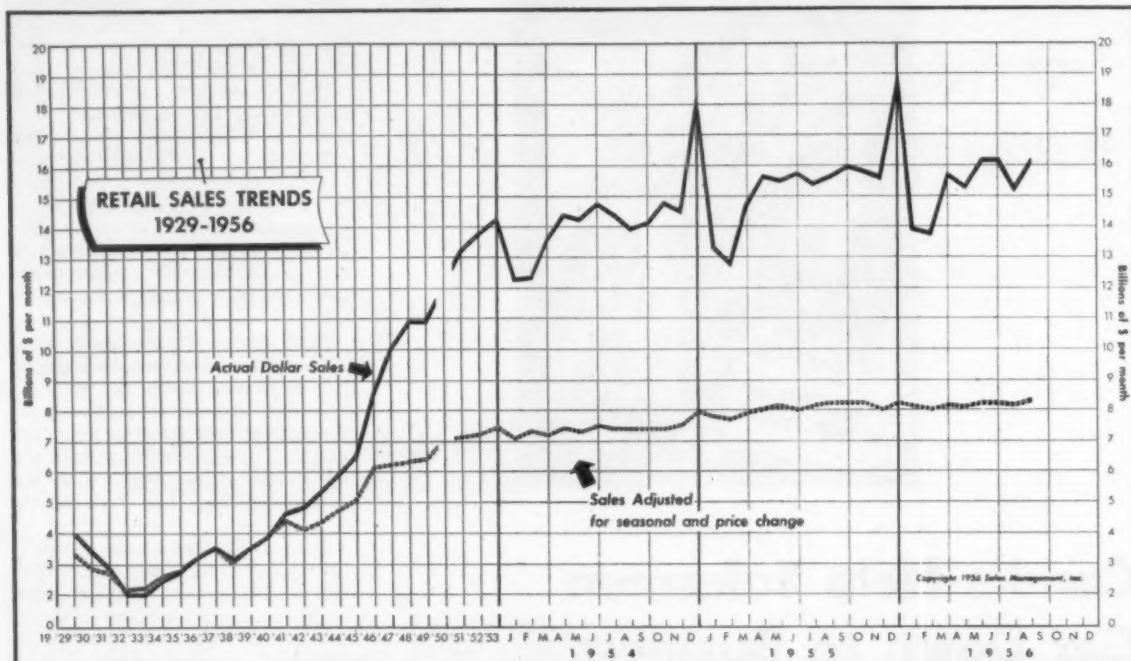
Then there is last year's sales figure of 3,652,821 barrels—an 11% increase which helped move the firm from eighth to fourth place in the industry in a space of three years. This was in an area which has only about one third of the nation's population and in a year when beer sales in general were only 3% above 1954.

J. V. Fort chuckles over one incident which points up the cartoon booklets' impact. While attending a sales meeting he was approached by a route salesman who asked, "Are you the fellow who's responsible for Roscoe?" Fort admitted that he had more than a passing acquaintance with the character. "Gosh," complained the salesman, "You're making life miserable for me at home." To Fort's "How's that?" the driver replied, "It's my wife and kids. They read those comic books through and through, then give me the dickens if I'm not doing everything on my route just as Roscoe does."

Additional proof of Roscoe's effectiveness is found in inquiries and congratulations Falstaff receives from firms that come across copies of the booklet. United States Steel, Johns Manville, Kaiser Aluminum and Eastern Air Lines are only a few of those who have written asking for information on the technique.

The End

HIGH SPOT CITIES



August Retail Sales: Hard Goods Down, But Soft Goods and Services Boom

BY DR. J. M. GOULD, Research Director
Sales Management's Survey of Buying Power

Retail sales in August will run about \$16.1 billion, registering a 3% gain over last August. Thus the retail sales total, particularly after adjust-

ment for seasonal and price changes, has been running along a plateau for nearly a year. The dominant characteristic to be noted here is the diver-

gence of movement between the so-called hard goods lines including especially sales of autos, lumber and building materials, hardware and

Retail Sales Box Score

	6-Month Totals		% Change	June		% Change
	1956	1955		1956	1955	
	\$ Millions			\$ Millions		
Food	22,265	20,973	+ 6.2	4,045	3,592	+12.6
Eating & Drinking Places	6,831	6,376	+ 7.1	1,249	1,169	+ 6.8
General Merchandise	9,129	8,679	+ 5.2	1,715	1,565	+ 9.6
Apparel	5,162	4,824	+ 7.0	975	868	+12.3
Furniture & Appliances	4,976	4,555	+ 9.2	989	847	+16.8
Lumber, Building, Hardware	6,520	6,471	+ .8	1,342	1,343	— .1
Automotive	18,332	19,031	— 3.7	3,284	3,535	— 8.1
Gasoline Service Stations	6,519	5,866	+11.1	1,202	1,066	+12.8
Drug & Proprietary	2,795	2,483	+12.6	483	425	+13.6
* Total Sales	91,338	87,572	+ 4.3	16,636	15,735	+ 5.7

*Includes data for kinds of businesses not shown in above nine categories.

jewelry store sales as against the so-called nondurables. Sales of total soft goods (including the semidurable goods sold as general merchandise and apparel) so far in 1956 have been running at a rate 7% above the corresponding 1955 figures, while hard goods so far in 1956 are well below the corresponding 1955 total.

This divergence can of course be traced in part to the continuing lag in auto sales as a necessary readjustment to the "overbuying" in 1955. This lag will definitely extend through to the end of the third quarter, during which time the major auto manufacturers will be tooling up for the new 1957 models, in the hope and expectation that auto sales in the final quarter will convert 1956 into at least the second best year in automotive history.

Lags and Sags

The lag in lumber, building materials and hardware sales may be related to the slow decline in residential construction. Sales of furniture and appliances so far this year have not been doing badly, running about 9% ahead of the corresponding period in 1955. But here the picture is much better for furniture than for appliances. In fact, recent evidence of sluggish sales have brought some manufacturers of big appliances (such as Frigidaire, Kelvinator, Westinghouse and Philco) to consider the development of markets for second-hand appliances to stimulate trade-in deals. Even furniture dealers, after nearly two good years, expressed some uneasiness about sales in the summer and fall by cutting back their buying at the June Home Furnishings Market in Chicago for the first time since 1954.

When we turn to the soft goods lines we find no slackening in the steady month-after-month gains over last year. Evidently, consumer behavior may be characterized by a willingness to defer the purchase of big-ticket items, at least in the short run, particularly when they are merely replacement purchases. On the other hand, since disposable income levels are steadily rising, consumers evidently have no hesitation in stepping up purchases of nondurables and services, the demand for which is not deferrable.

In fact, the purchase of services in recent years has been the most dynamic component of total consumer expenditures, a point that we tend to miss when we concentrate attention on the retail sales picture alone. A recent Department of Commerce study (Survey of Current Business,

May 1956) points out that services now account for about one third of all personal consumption expenditures, and has risen 78% since 1947, as against a gain of only 42% in the retail purchase of goods. In the first quarter of 1956, expenditures for services were up 7%, as against 6% for soft goods and a 1½% loss for hard goods.

Service expenditures will continue to gain more rapidly than other types of spending because of the steady gain in home ownership and the cost of home maintenance, the delayed post-war rise in rents, and the growing importance of car maintenance, upgrading of medical care and insurance.

The typical American home owner with a heavy investment in the entire range of consumer durables inevitably becomes increasingly concerned with problems of upkeep, repair and maintenance. It is the boom in services that is currently playing a big role in sustaining our high-level economy.

Among states expected to report better-than-average performance for this August as compared with last August are:

Alabama	Montana
Arizona	Ohio
Connecticut	Vermont
Florida	Wisconsin

The leading cities, those with a City-National Index well above average, are:

New London, Conn.	124.8
Fort Lauderdale, Fla.	116.7
Birmingham, Ala.	115.7
Bartlesville, Okla.	114.8
Butte, Mont.	114.6
Tucson, Ariz.	111.8
Santa Barbara, Cal.	110.6
Riverside, Cal.	110.1
Santa Ana, Cal.	110.0
Pittsfield, Mass.	109.9
San Bernardino, Cal.	109.4
Burlington, Vt.	109.3
New Haven, Conn.	108.7
Kalamazoo, Mich.	108.7
Roanoke, Va.	108.5
Bethlehem, Pa.	108.5
Pensacola, Fla.	108.1

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the

Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, \$ Millions, gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

Tastiest Food Sales In Big-City Connecticut!

New London average family food spending is higher than in any Connecticut city of 25,000 or more population . . . an appetizing \$1,557 per family (S.M. '56 Survey).

What's more, THE DAY is the only newspaper in all New London . . . serves up 95.6% of this hungry 66,547 ABC city zone. Result: here's where you have your cake and eat it, too!

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN



"Watch those records fall . . ."

Keep Pace with STAMFORD

Stamford . . . with a 145 sales production index . . . is the busiest shopping hub of the nation's richest metropolitan market—and leads all Connecticut markets in 1948-55 retail sales gains. To get your full share of Stamford's \$136.6 Million sales . . . and keep pace with Connecticut's fastest-growing large market . . . you need the Advocate — unmatched in its 97% coverage of Stamford homes.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR AUGUST, 1956

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

UNITED STATES

469.7 103.0 100.0 16,091.00

Alabama

624.9 112.1 108.8 222.07

★ Florence-Sheffield

Tusculumbia . 820.9 105.6 102.5 6.90

★ Birmingham . 599.4 119.2 115.7 48.67

Gadsden . 549.4 100.7 97.8 5.55

★ Mobile . 719.1 105.2 102.1 17.98

Montgomery . 571.3 99.1 96.2 14.34

Arizona

753.4 107.3 104.2 99.48

Phoenix . 734.9 100.9 98.0 28.51

★ Tucson . 978.3 115.2 111.8 18.69

Arkansas

495.4 100.9 98.0 120.45

Fort Smith . 601.4 100.5 97.6 7.70

Little Rock . 519.1 100.1 97.2 20.35

California

587.0 103.4 100.4 1,525.40

★ Bakersfield . 554.8 103.5 100.5 15.70

Berkeley . 425.9 101.8 98.8 11.84

Fresno . 525.9 101.6 98.6 22.72

★ Long Beach . 667.4 103.8 100.8 46.45

Los Angeles . 474.7 98.2 95.3 301.30

★ Oakland . 398.2 106.8 103.7 58.41

★ Pasadena . 526.4 103.0 100.0 23.59

★ Riverside . 773.7 113.4 110.1 10.91

★ Sacramento . 541.0 103.0 100.0 34.68

★ San Bernardino . 712.7 112.7 109.4 15.41

★ San Diego . 687.9 109.2 106.0 53.31

★ San Francisco . 349.0 104.4 101.4 108.44

★ San Jose . 647.2 105.8 102.7 24.27

★ Santa Ana . 897.9 113.3 110.0 14.37

★ Santa Barbara . 466.4 113.9 110.6 8.82

Stockton . 474.5 97.3 94.5 14.28

Ventura . 624.7 99.1 96.2 5.56

Colorado

494.2 102.5 99.5 164.82

★ Colorado Springs . 743.7 103.8 100.8 12.64

Denver . 455.6 102.0 99.0 65.75

Pueblo . 482.8 97.3 94.5 8.93

Connecticut

446.8 107.8 104.7 261.26

★ Bridgeport . 374.4 108.3 105.1 22.35

★ Hartford . 351.0 104.0 101.0 30.92

Middletown . 398.1 100.3 97.4 3.86

Meriden .

Wallingford . 431.9 100.1 97.2 7.69

★ New Haven . 369.2 112.0 108.7 26.14

★ New London . 462.8 128.5 124.8 7.31

Stamford . 508.8 97.7 94.9 11.25

★ Waterbury . 383.9 104.4 101.4 13.55

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Delaware

501.7 98.8 96.9 45.01

Wilmington . 405.2 99.1 96.2 21.36

District of Columbia

355.2 105.3 102.2 116.59

★ Washington . 357.0 105.3 102.2 116.59

Florida

827.8 107.5 104.4 414.58

★ Fort Lauderdale . 1135.3 120.2 116.7 16.58

★ Jacksonville . 630.3 105.4 102.3 37.82

★ Miami . 766.1 106.5 103.4 64.12

Orlando . 790.2 102.5 99.5 16.83

★ Pensacola . 705.2 111.3 108.1 9.66

St. Petersburg . 723.9 100.5 97.6 18.89

★ Tampa . 775.8 106.6 103.5 29.02

Georgia

553.8 101.3 98.3 282.01

★ Albany . 708.5 104.3 101.3 5.81

Atlanta . 517.9 100.9 98.0 72.35

Augusta . 582.5 95.3 92.5 11.88

Columbus . 647.0 101.4 98.4 12.42

You Always Get MORE in MIDDLETOWN

FAMILY SALES

	Metropolitan Middletown	U.S.
Food	\$959	\$855
Automotive	\$1,007	\$741
Drug	\$148	\$114
Gasoline	\$271	\$240
Furniture-Hshld	\$208	\$196
Lumber-Bldg-Hdwre	\$389	\$286

Family for family, Middletown is one of the nation's top-quality metropolitan markets . . . where unusually high potential is matched by equally high sales performance. It outranks 217 of the country's 260 areas in family buying power, with \$6,241 income . . . and 215 areas in family spending, with \$4,407 family sales.

You always get more in Middletown . . . and that includes coverage! The Press alone delivers this market. No combination of outside newspapers comes anywhere near equaling its coverage.

THE MIDDLETOWN PRESS



SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR AUGUST, 1956

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Georgia (cont.)

Macon	555.6	100.3	97.4	11.33
Savannah	470.4	101.4	98.4	13.17

Hawaii

★ Honolulu	412.6	105.3	102.2	26.78
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Idaho

★ Boise	443.1	104.3	101.3	63.51
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Illinois

Bloomington ..	349.8	96.6	93.8	5.63
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★ Champaign-

Urbana	453.5	105.3	102.2	9.16
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In or Out... NORWALKERS LIVE .. and SPEND

Indoors or outdoors, families in the Norwalk market live. Spending for home comforts and gracious living never relaxes. . .

For staples or "luxuries", year-round or seasonal products, Norwalk is your market. . .

31,800 families . . . \$8,148
average income . . . \$259,113.-
000 total income . . . \$155,468.-
000 retail sales . . . \$4,889
sales per family.

The Norwalk market generously repays all selling effort—but you need the Hour to sell it. It's miles ahead of any incoming paper in coverage of this market and advertising response.

The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.
City Zone (60,425)

57% Coverage of
The Trading Area

Represented by

The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

	City	City	City	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	August
	1939	1955	1955	1956
Chicago	372.9	101.5	98.5	458.00
★ Danville	526.8	104.0	101.0	8.01
★ Decatur	461.9	104.8	101.7	12.01
East St. Louis ..	465.2	97.3	94.5	10.00
Moline-Rock Island-				
E. Moline ..	400.6	97.9	95.0	12.18
★ Peoria	369.3	103.8	100.8	18.28
★ Rockford	512.2	107.7	104.6	18.23
Springfield	433.1	100.9	98.0	14.38

Indiana

Evansville	497.6	103.4	100.4	432.56
★ Fort Wayne ..	435.1	96.3	93.5	15.97
★ Gary	471.6	104.5	101.5	21.51
★ Indianapolis ..	560.4	108.8	105.6	19.67
★ Indianapolis ..	476.4	103.6	100.6	72.84
Lafayette	374.0	97.7	94.9	5.65
Muncie	436.0	98.9	96.0	8.33
South Bend ..	430.9	101.1	98.2	16.76
Terre Haute ..	350.0	98.9	96.0	9.55

Iowa

★ Cedar Rapids ..	407.4	100.1	97.2	273.30
Davenport	441.4	105.9	102.8	11.83
Des Moines	386.4	102.0	99.0	10.74
Des Moines	386.1	98.9	96.0	25.75
Dubuque	388.2	98.6	95.7	6.17
Sioux City	332.4	93.0	90.3	10.60
Waterloo	378.7	97.2	94.4	8.71

Kansas

Hutchinson	503.0	98.3	95.4	194.17
★ Hutchinson ..	415.6	96.2	93.4	5.44
★ Kansas City ..	493.8	104.4	101.4	14.07
Topeka	492.5	100.7	97.8	12.61
Wichita	708.5	93.5	90.8	30.54

Kentucky

Lexington	483.7	102.6	99.6	205.09
Lexington	379.9	94.7	91.9	10.18
★ Louisville	493.6	104.1	101.1	52.42
Paducah	406.5	93.2	90.5	4.84

Louisiana

Baton Rouge ..	549.0	102.0	99.0	217.57
Baton Rouge ..	764.8	97.5	94.7	17.21
★ Lake Charles ..	839.4	105.5	102.4	7.72
★ Monroe-				
West Monroe	554.4	107.1	104.0	8.81
New Orleans ..	466.7	100.6	97.7	59.45
Shreveport	527.5	102.8	99.8	20.10

Maine

★ Bangor	385.9	103.5	100.5	88.52
★ Bangor	392.6	103.8	100.8	6.48
★ Lewiston-Auburn	320.3	104.1	101.1	6.63

ARE YOU SELLING EASTERN CONNECTICUT?

You can answer yes ONLY if you're covering the Norwich market . . . for this big, isolated market is Eastern Connecticut — 156,806 people, \$296,550,000 income, \$201,553,000 retail sales.

But, first, be sure you're covering it. The only way to be sure is by scheduling the Norwich Bulletin—only newspaper that gives your advertising solid impact on the area's families and their \$4.113 retail outlay (\$295 above the U.S. average).

The market's too isolated for coverage by outside newspapers. If you're really serious about selling it . . . you need the Bulletin.

Norwich Bulletin

and Norwich Sunday Record
NORWICH, CONN.

Sunday Record Bulletin
19,993 23,475 Daily

Represented by
The Julius Mathews Special Agency, Inc.

\$1,350 PER FAMILY for GROCERIES

Food is a big item with Biddeford-Saco families—who spend \$1,350 . . . or 58% more than the average U. S. family . . . for grocery products.

Total purchases—\$12,558,000—represent 39% of York County's food sales.

This compact, free-spending food market assures a fast and furious response to your advertising in the Biddeford Journal . . . the only newspaper that influences the brand preferences of Biddeford-Saco families. It's a daily must in 90% of the homes.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

\$18,206,000.00 **DRUG SALES** in the STATE-SIZE **PORTLAND, MAINE** **MARKET**

The Portland Newspapers . . . a single advertising buy . . . provide effective coverage of the 9-county Portland sales area—which produces 67% of Maine's drug sales . . . more drug sales, in fact, than New Hampshire, Vermont, Delaware or Wyoming.

On the basis of size alone, the Portland market rates special attention when "A" schedules are being made up. But Portland has something more to recommend it—the reputation of its newspapers!



Advertisers know . . . from long, successful experience . . . that the Portland Newspapers give coverage plus IMPACT . . . and that's one reason why they make Portland a top test city year after year. Currently, it's the No. 1 test market in the 75-100,000 population group, 6th among all cities in the nation regardless of size.

When you schedule the Portland newspapers, you get STATE-SIZE RESULTS — fast!

← NINE COUNTY SALES AREA

162,700 Population . . . \$640,970,000 Retail Sales

\$18,206,000 Drug Sales

PORTLAND, MAINE **NEWSPAPERS**

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST :

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR AUGUST, 1956 •

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City			
City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Maine (cont.)

Portland	305.0	101.4	98.4	11.35
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Maryland

Baltimore	371.6	103.6	100.6	114.52
Cumberland	309.6	100.1	97.2	5.36
Hagerstown	468.8	103.7	100.7	6.66

Massachusetts

	359.6	101.4	98.4	509.40
Boston	286.8	98.3	95.4	114.02
Brockton	307.5	102.5	99.5	7.90
Fall River	314.4	98.6	95.7	10.31
Holyoke	373.0	104.9	101.8	6.64
Lawrence	319.5	101.7	98.7	9.26
Lowell	402.7	105.5	102.4	10.11
Lynn	333.9	100.0	97.1	11.22
New Bedford	323.9	97.3	94.5	10.72
Pittsfield	388.4	113.2	109.9	7.65
Salem	417.6	110.8	107.6	6.68
Springfield	311.2	99.2	96.3	21.13
Worcester	339.5	105.4	102.3	25.53

Michigan

Battle Creek	399.3	97.6	94.8	7.91
Bay City	442.5	104.4	101.4	7.79
Detroit	443.7	99.2	96.3	239.49
Flint	550.3	95.8	93.0	32.03
Grand Rapids	468.9	100.5	97.6	29.36
Jackson	410.6	97.3	94.5	9.32
Kalamazoo	469.1	112.0	108.7	13.70
Lansing	506.4	102.1	99.1	19.14
Muskegon	470.0	103.3	100.3	8.98
Pontiac	529.7	97.3	94.5	13.35
Port Huron	444.2	103.2	100.2	6.57
Royal Oak				
Ferndale	914.1	104.0	101.0	16.09
Saginaw	480.7	100.2	97.3	13.99

Minnesota

Duluth	331.5	106.5	103.4	12.93
Minneapolis	353.4	99.6	96.7	77.08
St. Paul	304.8	101.6	98.6	41.45

SALES MANAGEMENT

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR AUGUST, 1956



RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Mississippi	520.1	102.6	99.6	119.76
Jackson	607.6	101.1	98.2	12.88
★ Meridian	508.0	104.1	101.1	5.08

Missouri	456.0	100.9	98.0	409.78
★ Joplin	394.9	103.8	100.8	5.84
Kansas City ..	390.1	96.8	94.0	71.16
St. Joseph	332.5	95.4	92.6	7.81
St. Louis	372.4	102.5	99.5	106.88
Springfield ...	474.3	101.4	98.4	10.01

TAUNTON, MASS. \$70,589,000 Retail Sales

Families in the Taunton A.B.C. market embrace 69,204 consumers whose living needs are backed by \$90 Million of buying power—of which \$70.5 Million are spent for retail goods . . . \$17,993,000 for food . . . \$12,180,000 for automotive products . . . \$5,675,000 for general merchandise . . . \$2,145,000 for drug products.

Taunton's shopping habits account for 17% of Bristol County's sales—a must market if you want to sell big Bristol County. And here's something else to remember when making up your advertising lists—Taunton has the highest family income of the county's three major markets, and only one newspaper gives you effective coverage of the market—the

Taunton Gazette TAUNTON, MASS.

Established 1884

Represented by

The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Montana	408.2	106.4	103.3	73.87
Billings	503.3	101.6	98.6	7.60
★ Butte	333.8	118.0	114.6	6.81
Great Falls ...	416.8	98.1	95.2	6.88

Nebraska	423.8	97.0	94.2	137.22
Lincoln	401.7	97.2	94.4	12.73
Omaha	382.4	96.0	93.2	32.70

Nevada	622.4	100.1	97.2	31.38
Reno	497.5	99.4	96.5	9.25

New Hampshire	385.1	103.2	100.2	57.48
Manchester ...	358.6	100.1	97.2	9.79
★ Nashua	393.1	107.7	104.6	4.60

New Jersey	440.3	101.7	98.7	567.26
★ Atlantic City ..	345.5	106.8	103.7	12.51
★ Camden	408.3	103.1	100.1	16.33
★ Elizabeth	382.3	104.6	101.6	13.95
Jersey City-				
Hoboken ...	301.1	99.9	97.0	28.30
Newark	276.1	96.5	93.7	55.83
★ Passaic-				
Clifton ...	445.7	105.7	102.6	16.85
★ Paterson	360.8	105.7	102.6	20.17
Trenton	396.8	98.5	95.6	21.03

New Mexico	653.0	100.3	97.4	66.95
Albuquerque ...	1050.8	99.6	96.7	19.86

New York	367.6	102.4	99.4	1,671.49
Albany	324.7	99.9	97.0	19.97
★ Binghamton ...	369.4	104.3	101.3	12.75
★ Buffalo	363.7	104.4	101.4	73.79
★ Elmira	341.8	103.5	100.5	7.45
Hempstead				
Township ...	869.3	101.7	98.7	83.36
Jamestown ...	344.5	98.1	95.2	5.86
New York ...	312.3	101.1	98.2	808.70
★ Niagara Falls ..	433.7	107.4	104.3	12.49
Poughkeepsie ...	363.5	99.9	97.0	8.36
★ Rochester	362.5	103.3	100.3	49.96
★ Rome	502.1	110.2	107.0	4.87
★ Schenectady ...	405.2	103.3	100.3	14.71
★ Syracuse	373.3	106.0	102.9	32.07
★ Troy	329.1	103.0	100.0	9.12
Utica	331.7	101.1	98.2	12.17

Speaking of PROFITS

9,000 Families

\$42,528,000
Income

\$31,800,000
Retail Sales

\$8,610,000
Food Sales

\$5,700,000
Automotive Sales

75% Coverage
by One Newspaper

Little Falls is far from being a big market—but how many larger markets are delivered as thoroughly, inexpensively, PROFITABLY? Covered only by the Times . . . a daily reading habit in 75% of the homes.

LITTLE FALLS TIMES

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

ROME'S INCOME, SALES BOOMING

★ Rome is the only Preferred High-Spot City in Oneida County—far ahead of the national sales gain month after month.

★ Of the two metropolitan centers in Oneida County, Rome alone tops the national income average for consumer spending units—with \$4,878 income per unit . . . and with more than half of its units earning \$4000 and up!

★ Rome—industrial and military research-development center—is the busy, booming shopping center for a \$129,343,000 retail sales market covered only by the Rome Sentinel.

ROME DAILY SENTINEL

ROME, N. Y.

Call, wire or write
W. S. DeHimer, Adv. Dir.,
for complete merchandising and
marketing services to supplement
your campaign.

... as impressive as they are ...
"facts and figures"
 tell only part of the **SALISBURY POST** story ...

Ask ... by letter, wire or telephone and we'll rush to your desk some valuable facts and figures concerning the POST and POST market ... they're necessary. ...

... but ... the confidence POST readers have in POST advertising is something you buy on faith ... to be rewarded later in sales extraordinary.



Published in the Tri-Cities
 Salisbury—Spencer—East Spencer

Post Office:

SALISBURY, NORTH CAROLINA

FARGO, NORTH DAKOTA

... for the second successive year led all cities in the United States in Retail Sales per Resident Family with \$5,597.00.

and ...

... North Dakota ranked 6th in Retail Sales per Family with \$4,184.00.

(Sales Management Report)

THE FARGO FORUM

Morning • Evening • Sunday

Represented Nationally by Kelly-Smith Co. and
 Northwest Daily Press Assn.

FARGO, NORTH DAKOTA

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
 Buying Power for
 full population, sales
 and income data
 on these cities.

FOR AUGUST, 1956



RETAIL SALES FORECAST
 (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

North Carolina

	596.5	102.9	99.9	307.88
Asheville	445.6	102.8	99.8	9.31
Charlotte	606.7	102.0	99.0	23.42
Durham	441.3	99.5	96.6	8.92
★ Greensboro	734.1	103.3	100.3	16.59
★ Highpoint	560.6	104.2	101.2	6.05
Raleigh	531.2	101.9	98.9	11.00
Salisbury	446.7	100.5	97.6	4.02
Wilmington	522.2	96.5	93.7	6.21
★ Winston-Salem	556.8	105.4	102.3	13.20

North Dakota

	460.8	99.4	96.5	58.64
Fargo	433.1	98.7	95.8	7.15

Ohio

	477.4	106.6	103.5	950.00
★ Akron	436.6	105.9	102.8	38.42
★ Canton	414.5	105.8	102.7	17.62
★ Cincinnati	396.7	105.4	102.3	74.10
★ Cleveland	392.9	108.4	105.2	133.93
★ Columbus	461.9	106.2	103.1	59.63
★ Dayton	527.7	106.1	103.0	45.59
★ Elyria	549.3	103.9	100.9	5.55
★ Hamilton	600.6	106.4	103.3	9.97
Lima	394.4	92.5	89.8	7.18
★ Lorain	551.8	109.4	106.2	7.56
★ Mansfield	528.1	106.1	103.0	9.19
Middletown	452.8	99.6	96.7	5.39
Portsmouth	384.7	95.4	92.6	5.92
★ Springfield	465.4	104.5	101.5	11.59
★ Steubenville	401.9	110.5	107.3	7.76
Toledo	392.6	100.5	97.6	41.89
★ Warren	548.2	106.5	103.4	9.65
★ Youngstown	390.3	107.1	104.0	25.25
★ Zanesville	408.1	105.5	102.4	6.49

Oklahoma

	471.8	102.2	99.2	197.29
★ Bartlesville	530.1	118.2	114.8	3.50
Muskogee	383.2	100.6	97.7	4.02
Oklahoma City	519.2	99.5	96.6	38.63
Tulsa	572.1	102.2	99.2	31.47

Oregon

	486.0	101.1	98.2	175.17
Eugene	596.7	97.9	95.0	8.77
Portland	415.8	100.5	97.6	61.91
Salem	470.4	102.4	99.4	7.76

ELYRIA SETS FAST SALES PACE IN OHIO

Elyria tops all but two of Ohio's standard metropolitan cities in sales productivity. Total retail sales are 58% above average volume.

It's the same in every store group — sales substantially above par ... automotive 128% above, furniture-household-radio 89%, food 55%, lumber-building-hardware 42%, general merchandise 30%, gasoline service stations 34%, drug 15%.

No question about Metropolitan Elyria being one of Ohio's top-quality markets ... just as there's no question in advertisers' minds about the Chronicle-Telegram — the newspaper whose coverage and pulling power keep your sales efforts in step with this fast-paced market.

Chronicle-Telegram

"The Family Newspaper"

ELYRIA, OHIO

21,862 Circulation —
 Double the number of City Families
 Represented by
 The Julius Mathews Special Agency, Inc.

ALL THIS and COLOR Too

Altoona is an isolated, self-contained market ... with 138,000 people ... \$186,710,000 Income ... \$132,681,000 Retail Sales ... \$41,562,000 Food ... \$14,453,000 General Merchandise ... \$10,089,000 Furn.-Hshld-Radio ... \$20,015,000 Automotive ... and \$2,756,000 Drug sales.

Altoona ranks third among the state's 14 metropolitan areas in family food sales—with \$1,026!

Nearly 12,000,000 lines of advertising in 1954 testify to advertisers' confidence in the Mirror's coverage and selling power. To 95% coverage of city zone and 81% coverage of the metropolitan area the Mirror adds the extra impact of Full ROP Color. The Mirror and Altoona add up to RESULTS!

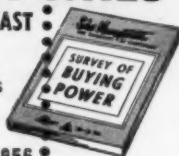


RICHARD E. BEELER, Advertising Manager

HIGH SPOT CITIES

RETAIL SALES FORECAST:

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR AUGUST, 1956*

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

Pennsylvania

	402.7	104.1	101.1	1,028.51
★ Allentown	430.7	107.2	104.1	16.97
★ Altoona	300.9	109.3	106.1	7.79
★ Bethlehem	425.0	111.8	108.5	7.48
★ Chester	470.3	103.6	100.6	10.02
★ Erie	442.3	100.5	97.6	17.34
★ Harrisburg	421.9	103.5	100.5	17.21
★ Hazleton	285.8	100.1	97.2	3.94
★ Johnstown	359.4	110.8	107.6	10.46
★ Lancaster	397.3	104.1	101.1	11.48
★ Norristown	467.8	108.8	105.6	6.41
★ Oil City	281.0	99.1	96.2	2.22
★ Philadelphia	359.4	101.6	98.6	223.41
★ Pittsburgh	333.0	105.7	102.6	91.07
★ Reading	349.5	103.1	100.1	15.52
★ Scranton	283.5	103.0	100.0	12.96
★ Wilkes-Barre	285.0	97.6	94.8	9.57
★ Williamsport	369.2	101.4	98.4	6.28
★ York	498.3	105.4	102.3	12.06

Rhode Island

	353.5	101.6	98.6	79.40
Newport	312.5	95.6	92.8	3.37
Providence	305.1	101.1	98.2	32.61
★ Woonsocket	329.1	103.5	100.5	5.13

NEWPORT

RHODE ISLAND'S
RICHEST MARKET

Newport County's family income of \$6,652 is the highest in the state. Family for family, it offers you the greatest sales target in the state. Newport County is an independent market—outside of the state's only metropolitan area—and its \$118,401,000 income can only be tapped profitably through...

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	August
1939	1955	1955	1956

South Carolina

	545.0	104.4	101.4	147.58
★ Charleston	492.1	103.6	100.6	11.61
★ Columbia	530.5	103.4	100.4	14.27
★ Greenville	574.8	105.5	102.4	12.19
★ Spartanburg	434.1	101.0	98.1	6.55

South Dakota

	464.1	107.9	104.8	59.54
★ Aberdeen	418.3	99.4	96.5	3.22
★ Rapid City	673.2	105.0	101.9	5.72
★ Sioux Falls	403.1	95.7	92.9	7.62

Tennessee

	500.3	99.3	96.4	247.31
★ Chattanooga	454.3	104.2	101.2	20.58
★ Knoxville	448.2	93.4	90.7	19.14
★ Memphis	477.1	96.7	93.9	52.43
★ Nashville	466.9	101.6	98.6	30.44

Texas

	589.3	102.1	99.1	866.34
★ Abilene	721.1	106.8	103.7	8.44
★ Amarillo	740.4	97.2	94.4	15.84
★ Austin	538.9	99.6	96.7	17.46
★ Beaumont	551.7	103.1	100.1	13.52
★ Corpus Christi	661.7	96.6	93.8	17.14
★ Dallas	624.8	99.6	96.7	87.60
★ El Paso	693.5	100.8	97.9	21.98
★ Fort Worth	649.3	102.7	99.7	48.96
★ Galveston	365.0	97.7	94.9	7.34
★ Houston	671.6	107.8	104.7	105.64
★ Laredo	550.4	100.3	97.4	4.29
★ Lubbock	873.0	93.3	90.6	14.93
★ Port Arthur	449.0	97.5	94.7	7.43
★ San Angelo	557.0	96.0	93.2	7.02
★ San Antonio	622.5	99.2	96.3	51.98
★ Texarkana	439.9	97.5	94.7	5.50
★ Tyler	528.2	99.5	96.6	7.18
★ Waco	572.9	96.7	93.9	11.46
★ Wichita Falls	534.7	98.1	95.2	10.21

Utah

	513.9	104.7	101.7	71.51
★ Ogden	451.9	97.4	94.6	7.14
★ Salt Lake City	491.0	105.5	102.4	30.19

Vermont

	379.0	109.7	106.5	38.10
★ Burlington	407.7	112.6	109.3	5.58
★ Rutland	301.9	101.7	98.7	2.84

There's This About WOONSOCKET —

It's An Able- To-Buy Market!

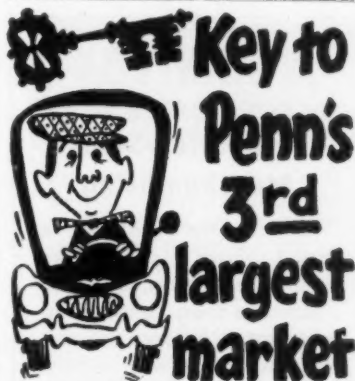
Nearly half—specifically 46.4%* — of Woonsocket consumer spending units are in the \$4000-and-over income groups. Build your repeat sales here... where customers have the money to buy your brand. All it takes is the inclination. And you can develop that easily through advertising in Woonsocket's one-and-only local daily, the —

*SOURCE: S.M., '56 Survey

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS MARKET



Power steering? Yep, and power selling, to the tune of \$17,471,000—that's Bethlehem's automotive sales total (48% above the Pennsylvania per family average!) And much of the credit goes to the "Globe Times"! Why? Because it's the only paper that covers Bethlehem (outside papers don't even reach 1/3 of the market!) Give us the green light, and the "Globe Times" will start selling for you!

The
Bethlehem
Globe-Times

Roland L. Adams, Publisher
Represented nationally by Gallagher-DeLisser, Inc.

the station
that made
ROANOKE

**VIRGINIA'S
NO. 1
TV MARKET**
73.2%

station share
of sets... (ARB)

WSLS-TV
CHANNEL 10
ROANOKE, VA.



Represented Nationally—Avery-Knodel, Inc.

WANTED

by MAJOR ADVERTISING AGENCY
**Promotion-Sales
Merchandising**

The man we want has a
good record in promotion-
sales and merchandising
tobaccos-drug and food
products. Salary will be
commensurate with experi-
ence and know-how. Write
giving complete resume.

Box 3206

**HANSEN
STORAGE CO.**
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
**WISCONSIN'S
LARGEST AND
MOST MODERN**
AFFILIATE — HANSEN STORAGE OF MADISON INC.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR AUGUST, 1956



RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	August
	vs.	vs.	vs.	
	1939	1955	1955	1956
Virginia	573.7	103.1	100.1	293.76
Danville	454.1	102.7	99.7	5.81
★ Lynchburg	390.3	107.0	103.9	6.75
★ Newport News	580.4	106.6	103.5	8.88
Norfolk	580.0	100.7	97.8	29.93
Portsmouth	648.2	97.6	94.8	8.69
Richmond	391.9	99.2	96.3	34.41
★ Roanoke	462.4	111.8	108.5	13.59

Washington	492.5	101.5	98.9	267.69
Bellingham	351.2	94.5	91.7	4.46
★ Everett	437.7	105.7	102.6	6.52
Seattle	440.9	101.2	98.3	14.55
Spokane	454.5	98.1	95.2	24.18
★ Tacoma	473.3	103.8	100.8	21.15
Yakima	463.2	96.5	93.7	8.57

West Virginia	394.8	101.5	98.5	130.00
Charleston	420.7	100.5	97.6	14.93
Huntington	425.2	101.4	98.4	10.76
Wheeling	348.1	100.5	97.6	9.01

Wisconsin	435.4	106.4	103.3	377.99
★ Appleton	506.5	106.9	103.8	6.59
★ Green Bay	431.6	107.4	104.3	9.24
★ Kenosha	485.8	109.4	106.2	7.72
★ La Crosse	447.8	110.1	106.9	7.30
Madison	414.3	100.1	97.2	14.87
★ Milwaukee	385.0	106.0	102.9	89.97
Oshkosh	401.1	102.5	99.5	5.98
★ Racine	445.2	105.5	102.4	9.71
★ Sheboygan	377.6	103.5	100.5	5.59
★ Superior	299.4	104.5	101.5	3.56

Wyoming	431.3	101.5	98.5	35.25
★ Casper	623.4	103.9	100.9	5.86
Cheyenne	480.9	97.4	94.6	5.39

RETAIL SALES FORECAST (S.M. Forecast for August, 1956)

City Index	City Index	Nat'l. Index	\$ (Million)
1956	1956	1956	August
vs.	vs.	vs.	
1941	1955	1955	1956

CANADA 381.4 105.0 100.0 1167.90

Alberta

★ Calgary	415.4	116.4	110.9	19.15
★ Edmonton	512.7	105.2	100.2	21.89

British Columbia

★ Vancouver	417.2	107.0	101.9	53.91
Victoria	284.6	94.4	89.9	9.31

Manitoba

Winnipeg	243.2	99.5	94.8	29.57
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New Brunswick

★ Saint John	271.5	108.6	103.4	5.97
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Nova Scotia

Halifax	232.6	100.4	95.6	10.58
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Ontario

★ Hamilton	312.2	108.6	103.4	24.16
London	366.4	101.2	96.4	13.04
Ottawa	282.4	101.9	97.0	20.47
Toronto	315.3	103.2	98.3	112.22
★ Windsor	327.8	119.1	113.4	15.64

Quebec

★ Montreal	320.1	105.1	100.1	112.36
Quebec	293.9	100.7	95.9	16.55

Saskatchewan

Regina	314.1	99.6	94.9	10.62
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DIRECT SALES MANAGER

With proven ability and now employed
wishes to make change. Capable of
creating or supervising a sales organi-
zation on a National scale selling a
tangible product. Nominal salary plus
Bonus. Box 3205.

•SCISSORS-TIP ART•

The most convenient and the quickest way to
produce smart printed promotions is to use
the Clipper Scissors-Tip way. Free sample
copy, yours to use, no obligation. Address...

MULTI-AD SERVICES, INC.

Box 806-S Peoria, Illinois

SALES MANAGEMENT

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Agency: Morrison-Greene-Seymour, Inc.		
The Schuyler Hopper Company 35		
Industrial Equipment News 3		
Agency: Tracy, Kent & Company, Inc.		

NEVADA CONFIDENTIAL

America's fastest growing state market — that's Nevada with its 45 per cent gain over 1950 to pace the 48 and lead the nation as a whole by more than 35 percentage points. Small wonder with Las Vegas (Clark County) zooming into marketing prominence with a fantastic 98 per cent jump and Reno (Washoe County) registering a 31 per cent increase. Easy to sell, too, with 70 per cent of the state's people in just these two metropolitan areas. For detailed marketing and statistical analysis, phone your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys . . .

LAS VEGAS

REVIEW JOURNAL • KORK-AM
KLJR-TV from HENDERSON

RENO

KOLO-TV • KOLO-AM

ELY

KLTV • KTVB

SELL YOUR PRODUCT TO SUPER-MARKETS THROUGH RACK JOBBERS

"National Directory of Rack Jobbers" Lists
437 Non-Food Supermarket Wholesalers
Increase sales 25-50%. Sell to Rack Jobbers supplying grocery stores with housewares, drugs, toys, home, dry goods, other non-foods. Our just published, verified sales guide opens this vast, hard-to-reach market for your product. \$10 postpaid. (FREE Supplement included.) Also available "National Directory Trading Stamp Houses" \$10.00. "Directory Mail Order Houses" \$10.00. Satisfaction or money back. Send order today to:
**GALE RESEARCH CO., Room 133
247 Kenworth, Columbus 14, Ohio**

THE SCRATCH PAD

By T. Harry Thompson



As we get into the Dog Days, this observation by *Tale-Lights* seems particularly apt: "The advice most often given is the advice most often followed: Don't work too hard!"

In skeptical mood, Herb Dickson says it's sometimes "wedded blitz."

It may have ruffled his feathers in the armed forces, but a salesman likes to hear it in peace-time: "That's an order!"

Too obvious slogan for a new hangover remedy: "3-B4 for the Morning After."

In "Cypriots," the accent is obviously on the last two syllables.

The bobby-soxers have a new slice of slang: "Pull-up a slab and lie down!" Rough translation: "Drop dead!"

In his book, *People of Plenty*, Yale's David M. Potter says: "Ad-

vertising is not badly needed in an economy of scarcity, because total demand is usually equal to, or in excess of, total supply, and every producer can normally sell as much as he produces. It is when potential supply outstrips demand . . . that is, when abundance prevails . . . that advertising begins to fulfill a really essential economic function."

Cute headline in the *Orlando Sentinel*: "Wet Track Fails to Stop Diaper-Derby."

Out of the mouths of babes: "What did the beaver say to the tree?" "It's been nice gnawing you."

Dep't. of Amplification: Jack Bozarth, assistant promotion-manager of *The Washington Post*, says Lawrence Welk is from South (not North) Dakota, and has a Norwegian accent, as do many Midwesterners.

Pleasant name for a new suburb: "Euphoria."

F.P.A. used to get a lot of copy out of the manner in which copy-readers shorten such heads as, say, "Tennis Match" to "Net Tilt." The headline-writers are still at it. Over night, "Mediterranean Fruit Fly" became "Medfly."

An aileurophile could learn how to relax from an expert . . . that big, lazy alley-cat of his.

Art Linkletter almost got the bends when one of the kids he interviewed gave out with this parody on a sponsor's slogan: "You'll wonder where your toothies went when you brush your gums with Pepsodent."

After a 2,800-mile drive down the East Coast and back, I think the motels which survive will have: (1) A telephone in every room. (2) Free, not metered, television in each unit. (3) Air-conditioning at no added cost, and operable when the guest, not the manager, thinks it's hot enough. (4) A good restaurant next door. (5) No boy bringing you ice (for a tip) when the ice-machine is just 20 paces away. Agree?

Copywriters at Work Dep't: "Welcome to the Safe-Driving State."—Poster at the *Pennsylvania line*. That's a bit thick, even for a Pennsylvanian.

ONLY YESTERDAY (with a bow to the book)

It was Only Yesterday that you were given a tire-pump, a tool-kit, a box of assorted lamp-bulbs, a polishing mitt, and sometimes even a tire-gauge when you bought a new car. Today, you get a jack and a lug-wrench. Period.

Detroit decided that do-it-yourself repairs and replacements were "not recommended" . . . that every manner of service-job should be channeled to authorized dealers, who have the tools and the parts and the mechanical savvy.

It was Only Yesterday that women's dresses went through this transition: Buttons . . . to hooks-and-eyes . . . to snap-fasteners . . . to zippers. Not that the earlier products aren't still being used in volume, but the metamorphosis was noticeable, even to a mere male.

Henry Ford, founder, resisted change until the Model T was ticketed for the Sargasso Sea. The Model A bent the sales-graph upward again, and today's Thunderbird bears no resemblance to its famous forbears.

Fortune Follows Fashion, as Ayer's Dorothy Dignam once said. There is a time to change and a time to sit tight. Who can decide? Consumer-research is as good a guide as we have to what the public really wants. But smug satisfaction with either a product or a method is an invitation to disaster.

Forward-looking research is always in a yeasty ferment. It takes *know* for an answer. First it probes and then it produces. It gives a goad to evolutionary processes to hasten revolutionary results. It often finds change worth while, and everybody benefits by keeping the change.

Don't get lost



. . . in Philadelphia

When you send your ads out to find new customers, do they wind up getting lost . . . buried in the lino-type graveyard of the oversized newspapers?

An ad can't sell unless it's *seen*. In our sprightly tabloid pages, we couldn't bury you if we tried. Your ads are *seen*—and *sell*. No wonder so many blue chip advertisers are helping us build eye-popping lineage gains .

Supreme visibility is just one mighty advantage you enjoy in the new NEWS. Another is *reader loyalty*.

More than 175,000 Philadelphians buy our paper on the stands because they want it in their homes. And while our circulation is not the greatest, astute merchandisers know that *one reader who sees an ad is better than 101 who don't*. Your ads are seen in our modern-sized pages.

Don't get lost in Philadelphia. Find your way to a new sales high by putting your message where it's sure to be seen . . . in 175,000 responsive, prosperous households. Try a test schedule in the new NEWS. You'll see the *bright difference* . . . in sales.

Represented by: REYNOLDS-FITZGERALD

New York • Chicago • Detroit • Syracuse • Atlanta
Los Angeles • San Francisco • Seattle • Philadelphia

PHILADELPHIA DAILY
... **NEWS** ...

See the
bright
difference!

Another true-to-life story about some make-believe characters

How to put the sparkle on a rusty reputation in Chicago



Back in the better and better days of Émile Coué, knee-high skirts and crystal headphone radios, the Potentate-6 had everything! Solid-gold reputation, nickel-plated radiator and isinglass side curtains.

The Van Wert family was the envy of all eyes as they set forth



for a Sunday spin in their luxurious, shiny black Potentate. And no one was more impressed than little Aloysius Van Wert III, bouncing along in the rough-and-ready rumble seat.



When Aloysius grew up he went to work for the Potentate Motor Co., eventually became its sales manager.

Recently he found himself facing a serious problem—Potentates just weren't selling.

So one day he mentioned his difficulties to his friend Joe, a spark plug from the Chicago Tribune advertising staff.

"Here's something you might consider," said Joe. "Let's get the Tribune Research Department to determine *who* your best prospects are and *why* they aren't buying. Then it should be easier for you to decide where to go from there."



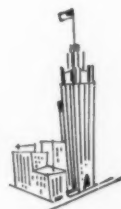
P.S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER



So here's what the Tribune question-and-answer boys turned up: Though Potentate was well known a generation ago, not many of today's automobile buyers are familiar with it. Those that are, usually associate Potentate with family portraits, lorgnettes and high stiff collars. Potentate has modernized its appearance and engineering, but *its advertising has not created an image of modernity in the minds of the public.*



"Few of today's automobile buyers are in the dignified, conservative class," reported Joe, "Potentate could undoubtedly



profit by tailoring the personality of its car to fit the tastes of the big middle-of-the-road segment of the present day market."

These findings provided Al with some valuable clues on how best to proceed. And we hope this story gives you a clue on how you can put the facilities of the Tribune to work for you.

Nobody knows Chicago like the Tribune.

Nothing sells Chicago like the Tribune.

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.